

AUG 25 1926

Sales Management

For The Man in Charge of Sales and Advertising



How Carhartt's Is Regaining Five Years of Lost Prestige



The Men on the Cover:

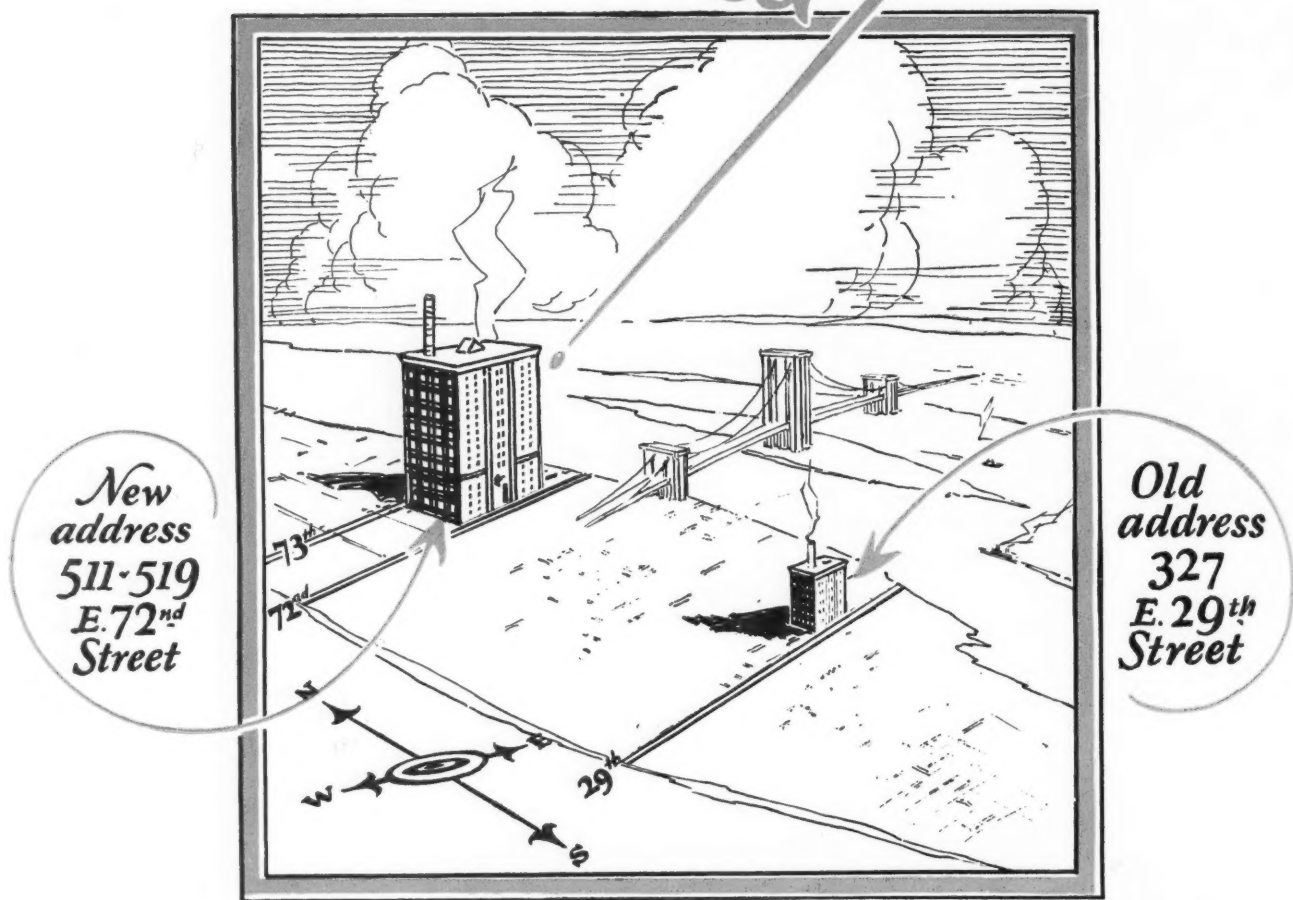
Seated: Elliot S. Phillips, President, Devoe & Raynolds Company
Left: P. LeB. Gardner, Vice President and Director of Sales
Right: Elbert D. Peck, Vice President and General Manager

AUGUST 21, 1926

A Dartnell Publication

TWENTY CENTS

We've Moved



*New
address
511-519
E. 72nd
Street*

*Old
address
327
E. 29th
Street*

*Still
Growing!*

Both Einson-Freeman plants are now consolidated at 511-519 East 72nd Street, running thru to 510-520 East 73rd Street, New York—bringing under one roof Executive Offices, Art Studios, Lithographic Plant, Mounting and Finishing Plant, Photographic and Oil Paint Process Divisions—forming the largest and most complete plant in America devoted exclusively to the production of Window and Counter Displays. We extend a hearty welcome to advertisers and their agents to visit us in our new home.

EINSON-FREEMAN CO INC

*Executive Offices • Studios
Lithographic Plant*

*Specializing
in window and
store display
advertising*

*Mounting and Finishing Plant
Oil Paint Process Division*

511-519 East 72nd Street, New York City



A Great Campaign

THE Chicago Daily News has been chosen to carry the full schedule of the Pennsylvania Railroad advertising now appearing in a selected list of American newspapers. The advertising is placed by the J. Walter Thompson Company.

THE CHICAGO DAILY NEWS

First in Chicago

ADVERTISING REPRESENTATIVES

NEW YORK
J. B. Woodward
110 E. 42d St.

DETROIT
Woodward & Kelly
Fine Arts Building

CHICAGO
Woodward & Kelly
360 N. Michigan Ave.

SAN FRANCISCO
C. Geo. Krogness
353 First Nat'l Bank Bldg.

Summary of Advertising Appearing in the Three Omaha Newspapers During the First Seven Months of 1926

Each starred classification below indicates The World-Herald published more than the other two paper combined.

(Compiled by the Haynes Advertising Company.
Figures in Lines.)

	World-Herald	Bee	News
*Automobiles—			
*Motor Cars	441,434	195,944	169,764
*Trucks and Tractors	23,009	7,098	15,743
*Accessories	35,644	11,053	10,654
*Tires	65,947	26,404	22,512
Amusements	175,084	180,565	177,219
*Apparel—Men's	388,381	73,878	64,253
*Apparel—Women's	616,658	198,632	109,375
*Books and Publications	40,152	10,255	9,009
*Building Material	82,985	67,802	12,908
*Coal	20,762	2,723	5,950
†Coal (Affiliated Enterprises)		18,354	
Department Stores	868,945	623,910	475,076
*Electrical Appliances	78,547	20,517	17,108
*Farm Accessories	9,653	3,780	3,654
*Financial and Financial Publications	132,048	84,882	34,139
*Food	561,722	224,140	208,957
*Furniture	545,664	172,795	148,848
*Hardware	69,986	20,363	10,605
*Household Appliances	96,299	15,554	12,950
Insurance	29,834	26,292	8,750
*Jewelry	53,753	19,530	17,780
*Millinery	30,709	7,581	7,140
Musical	117,628	71,001	68,292
*Office Supplies	24,283	5,292	2,534
Public Utilities	76,531	70,602	60,914
*Radio	73,780	8,645	13,636
Railroads and Steamships	118,776	97,475	85,120
*Resorts and Hotels	78,743	18,039	17,997
Schools and Colleges	9,527	9,065	4,578
*Shoes	139,048	34,475	30,506
*Tobacco	157,227	71,428	78,743
Toilet Goods	89,012	35,980	88,557
Miscellaneous	336,294	263,697	210,259
†Miscellaneous (Affiliated Enterprises)		62,209	2,436
*Want Ads	1,677,284	348,600	410,641
*Total Clean Advertising	7,265,349	3,108,560	2,616,697
Medical	None	197,281	294,427
*Total Advertising	7,265,349	3,305,841	2,911,034
Same 7 Months Last Year	6,479,641	3,131,205	3,023,776
Increases	785,708	174,636	
Loss			112,742

†"Affiliated Enterprises" denotes ownership by the publisher of paper carrying the advertising.

**Omaha
World-Herald**
O'MARA & ORMSBEE, Inc.
National Representatives
New York Chicago Detroit San Francisco

This Issue at a Glance

For the convenience of subscribers whose time is limited, we will print here in each issue a short digest of the principal articles in each number, so that you may determine those articles which are of sufficient interest to warrant careful reading

ADVERTISING

In spite of the long record of successful advertising held by some companies, it is frequently found that many of their salesmen are not using as much of it in their work as is considered necessary. "When Your Salesmen Neglect Advertising" is the title of an article on page 269, which tells how the National Cash Register Company resells salesmen on the need for using its advertising in liberal quantities.

The Miller Rubber Company decided recently, after fifteen years of advertising tires, to disregard the customary advertising theories of the industry and take a new course to show the tire buying public about the position of the company in the rubber field. The new advertising plan was explained to its dealer organization through a third party, the advertising agency acting as the spokesman. The workings of this plan are explained in an article on page 289.

Advertising literature and dealer helps are distributed throughout northern California by an advertising car fitted up by the Johnson-Locke Mercantile Company, manufacturers' representatives, to give window trim and store display service in localities not heretofore reached. The article, "Advertising Car Reaches Out-of-the-Way Places," is found on page 290.

HANDLING SALESMEN

In an article on page 283, Charles P. Pulliam, general sales manager of the Rollins Hosiery Mills, tells what can be done with the salesman who "Works Some Towns to Death and Neglects Others." "A close check-up of almost any sales force," declares Mr. Pulliam, "will show an amazing amount of territory that is going unworked because of the salesman's prejudice, or his false estimate of possibilities."

JOBBER RELATIONS

How the Spiro Manufacturing Company achieved quick distribution for a new line by going direct to the dealer instead of selling through jobbers, as is still being done with some other articles in the line. Under the heading, "Direct Mail as a Solution to Jobber Indifference," Ralph K. Wadsworth tells on page 287 how the plan worked out.

MARKETS

The railroads of the country are in the best financial position they have been for a number of years. They are buying \$10,000,000 worth of supplies and equipment daily, and suggestions for manufacturers who are anxious either to break into the railroad market or to increase this branch of their business, are contained in an article "Why Salesmen Who Sell to Railroads Must 'Speak the Language,'" on page 279.

RETAIL SELLING

Since a chain drug store moved in across the street from John Victor Lee's store in Evanston, Illinois, two years ago, his annual sales have increased more than two and a

half times. In the third of a series of surveys describing the methods of successful retailers in beating the chains at their own game, Eugene Whitmore explains the policies which have made the Lee business grow in the face of chain store competition. Page 266.

"Some Small Town Merchants Air Their Trials and Tribulations," is the title of an article on page 301, which gives the answers to a questionnaire sent out recently to a group of small-town merchants. They give their opinions on chain stores, cut prices, advertising helps, mail orders and other questions.

SALES POLICY

The leading article in this issue of *Sales Management* is an account by D. G. Baird of "How Carhart's Is Regaining Five Years of Lost Prestige." The plan which opened 1,500 new accounts and increased sales 33 per cent in one month is outlined in full.

Some instances showing the far-reaching effects of creating good-will among customers are given in the article by E. S. Sanger on page 271, under the heading, "How to Establish Your Product as the Traditional Brand." Since a distributor told the author that his product was his "traditional brand," he has aimed his entire manufacturing and merchandising efforts to making it the "traditional brand" of all his customers.

E. B. Earhart, vice president of Robert H. Foerderer, Inc., replies affirmatively to the query, "Can Sales and Advertising Strategy Keep a Style Product Always in Fashion?" The manufacturers of Vici kid shoes have succeeded in keeping their product up to the minute in style despite the vagaries of fashion in shoes. Page 275.

SALES TRAINING

Formerly the training of Kelvinator salesmen was left to the discretion of the distributor organization. Not content with this method, however, the Kelvinator company has undertaken the task of schooling salesmen and in one year trained 4,000 salesmen. "How Kelvinator Tackled and Licked the Sales Training Problem" is the subject of an article on page 293.

WINDOW DISPLAY

At the annual convention of Hoover salesmen and agents, the importance of window trimming was given first consideration. Both salesmen and agents were called upon to make up impromptu displays, according to the article on page 265.

MISCELLANEOUS

"How the Sales Manager Salts Away His Earnings" on page 273, gives the results of a survey conducted by *Sales Management* to determine the investments of sales managers and the kind of securities they buy.



PUBLICATION OFFICES:

THE DARTNELL CORPORATION
4660 RAVENSWOOD AVENUE, CHICAGO
Telephones, Ravenswood 0365 and 0367

J. C. ASPLEY - - - - - President
PHILIP S. SALISBURY - - - - Vice-President
M. D. ASPLEY - - - - - Secretary
J. T. KEMP - - - - - Treasurer
T. D. REID - - - - - Production Manager
JACOB F. WEINTZ - - - - Manager Adv. Sales
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R. J. WHITNEY	J. E. JOHNSON
L. J. HAGER	J. R. HAZARD
R. S. CALLEN	

EASTERN OFFICE:

19 W. FORTY-FOURTH STREET, NEW YORK CITY
Telephone, Vanderbilt 3614

PHILIP S. SALISBURY - - - - Manager
M. V. REED - - - - Asst. Manager
J. H. FROHLICH - - Division Representative

WESTERN OFFICE:

HOBART BUILDING, SAN FRANCISCO, CALIF.
EDWIN C. WILLIAMS - - - - Manager

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146 KING WEST
Telephone, Elgin 1116

A. T. TURNER - - - - - Manager

EUROPEAN OFFICE:

53 VICTORIA STREET, LONDON, S. W. 1
Telephone, Victoria 4134

R. ASHBY HORAN - - - - - Manager

SYDNEY (AUSTRALIA)

CATTI-PATTERSON COMPANY, LTD.

Member Audit Bureau of Circulation
Associated Business Papers, Inc.

Subscription Rates: Single copies, 20 cents. Yearly subscriptions payable in advance, \$4.00 for twenty-six issues, anywhere in the United States or its possessions or in Mexico. In Canada, \$4.25, and \$4.50 in foreign countries. Six months' subscription, \$2.00 for thirteen issues. No two-year or clubbing rates.

Renewals: Subscriptions to SALES MANAGEMENT are dropped promptly when they expire. Readers desiring to keep their files complete should renew their subscription upon finding expiration notice in their copy.

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Sales Management

*Published Every-Other-Saturday for Those
Marketing Through National Sales Organizations*

VOLUME ELEVEN

Established 1918 by The Dartnell Corporation

NUMBER FOUR

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Edited by John Cameron Aspley

EUGENE WHITMORE
MANAGING EDITOR

ROY W. JOHNSON
EASTERN EDITOR

EDWIN H. SHANKS
ASSOCIATE EDITOR

ROY F. IRVIN
ASSOCIATE EDITOR

JOHN L. SCOTT
NEWS EDITOR

A. R. HAHN
DESK EDITOR

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Chicago's Big Downtown Warehouse



**CLEAN, AIRY,
WELL-LIGHTED FLOORS**

***Warehouse Space
and Offices to Lease***

Insurance 17.7c per \$100 per year.
Negotiable Receipts

ISN'T it a fact that one of the big problems of selling today is in getting goods delivered when needed?

That is where the WAREHOUSE comes in. It is a great help in this respect. No matter where your goods are manufactured; whether in Japan, New York or Chicago.

Right now your salesmen, in this territory, are losing orders because it takes too long for your products to come to the trade here from your factory. When your customers or jobbers need goods, especially these days, they want them "P. D. Q."

The salesmanager should see that he is protected by the Traffic Department that stocks are carried in Chicago for prompt distribution, and to avoid danger of losing a customer to his competitors by not having spot stock.

The Executive, who must approve the expenditures for such charges, must back his Salesmanager and Traffic Department. Then you will see orders coming in. Good judgment and harmony are the chief keynotes to S-U-C-C-E-S-S.

We are ready to plunge in and do our part. Let us hear from you.

**Western
Warehousing
Company**

331 West Polk Street, Chicago
"At the Edge of the Loop"

E. H. HAGEL, Superintendent



Courtesy The Pullman Company.

The Columbian Steel Tank Company, of Kansas City, announces the appointment of PATRICK E. O'CONNOR as national sales manager. Until recently Mr. O'Connor was in charge of the Petroleum Group, the national sales department of the White Motor Company. Prior to that he served several years with the sales force of the Lucey Manufacturing Corporation.

CHARLES A. TUCKER has resigned his position as director of sales and advertising of the Union Tool Chest Company, Inc., of Rochester, New York, to accept a position in the advertising department of the Hickey-Freeman Clothing Company, also of Rochester. At one time Mr. Tucker was connected with the Shur-On Optical Company in a similar capacity.

A. C. WHITEFIELD, formerly president and general manager of the Diva Radio Corporation, has joined the General Instrument Corporation, of New York, as director of sales.

W. K. GREENEBAUM has been appointed general sales manager of the Perfection Cooler Company, with headquarters at Michigan City, Indiana. Other recent additions to the organization are W. F. RUNNEY, who has been made eastern sales manager, with headquarters at Stoughton, Massachusetts, and R. C. HASS, who becomes district sales manager at Cleveland. Mr. Greenebaum was formerly sales director with Gotto Garrettson and Mathias Company at Miami, and previously manager of the Chamber of Commerce at Michigan City.

RICHARD J. KELLY, formerly with the United Publishers' Corporation, has been appointed eastern manager of *The American Restaurant Magazine*, and *The Restaurant Digest*, with headquarters at New York.

FREDERICK B. SHIPLEY has been elected director and vice president of the Ernest Simons Manufacturing Company, of Port Chester, New York. Mr. Shipley will have an active part in the direction of several branches of the company's business, including management of sales in all departments. He is also president of the Shipley-Hollins Company, export and import house of New York.

W. D. SMITH, formerly assistant general sales manager of the Jewel Tea Company, Inc., of Chicago, was elected secretary of the company to succeed A. V. JANNOTTA, whose resignation became effective August 2. Mr. Smith has been connected with the Jewel organization since 1909.

THOMAS C. KYLE, general manager of Kleen-Heet, Chicago factory branch of the Kleen-Heet Oil Burners, has announced the appointment of FRED A. VON RITTER as sales manager. Mr. Von Ritter was formerly with the national advertising department of *The Chicago Herald and Examiner*.

EDGAR S. BLOOM, vice president of the American Telephone and Telegraph Company, has been elected president of the Western Electric Company, succeeding CHARLES G. DU BOIS, who will continue as chairman of the board of directors.

The Heil Company, of Milwaukee, has promoted HOWARD WINTON to the position of general branch manager. He will be in charge of promotion for all Heil branches. He is succeeded as advertising manager by ARTHUR NICOLAUS.

W. J. FERGUSON, for five years sales manager of the Simmons Medicine Company, of St. Louis, has been made general manager of the American Division of Boyer, and the Boyer Chemical Laboratory Company, of Chicago.

R. E. HILL, until recently vice president and general manager of the Winchester-Simmons Company, Toledo, has been appointed sales manager of the Draper-Maynard Company, of Plymouth, New Hampshire.

WILLIAM W. SANDERSON, general sales manager of the Carborundum Company, of Niagara Falls, died recently after being with the company since 1901.

ROBERT W. GILLESPIE has been elected vice president, assistant general manager and a member of the board of directors of the Jeffrey Manufacturing Company.

FRANK F. COBY, formerly vice president in charge of sales of the Steel and Tube Company, has been appointed Pacific Coast representative of the A. M. Byers Company, of Pittsburgh.

Sales Management

A Dartnell  Publication

Volume Eleven

Chicago, August 21, 1926

Number Four

How Carhartt's Is Regaining Five Years of Lost Prestige

1,500 New Accounts and 33 Percent Sales Increase in One Month
Result of Drive to Step Back Into First Place in Industry

By D. G. Baird

A BUSINESS, like a tree, requires occasional pruning to keep it healthy, fruitful, and able to withstand the winds of adversity. Unless it is pruned from time to time, it becomes over-extended; old branches become too heavy, new branches multiply, "suckers" spring up, dry rot attacks the trunk, and one day it becomes a victim of the storm. Pruning, if resorted to then, may save the life of the tree or business, but at the expense of a shock from which it will require years to recover.

The Hamilton Carhartt Overall Company was like that. Carrying our analogy a step further, Carhartt's sprang from a very small seed and grew and grew until it became the largest of all the trees of its kind. It put forth branches in profusion and for many years it bore fruit of a high quality in large quantities. Pruning was neglected and the inevitable result followed. The bruised and broken branches then were ruthlessly lopped off and the shock was so great that for the past several years Carhartt's has been considered dormant. It was merely recovering from the severe pruning that had become necessary, however, and now a rejuvenated Carhartt Overall Company has suddenly become the sensation of the industry.

It is unnecessary to go into details of the condition that made reorganization necessary. Suffice to say that Carhartt, in common with many others, became over-extended during and immediately following the World War and was caught in the severe deflation of 1920-'21. During the following few years, the business was dormant and by many was considered dead.

It was not until late in 1925 that sufficient vitality was regained to justify an attempt to stage a "come-back." Then several things were done, including the bringing of new men into the business. One of these was Lee Fleming, a well known sales manager, who was made director of sales and advertising.

A Personal Survey

Fleming was in Arkansas at the time he accepted this position and on his way to Detroit to take up his new duties, he made it a point to gather a little first-hand knowledge of conditions in the field. He drove through, stopping to call on the merchants along the way, and without letting them know why he was interested in the subject, he learned just what men's wear retailers thought of Carhartt products and why. After each such call on a merchant he would jot down notes on his interview and

by the time he reached Detroit, he had an excellent summary of conditions in the field as they affected the sale of Carhartt's.

There was still a fair consumer demand for the brand, he found, but this was gradually being stifled by the retailers, who had several definite grievances to air. The average dealer's attitude was summed up in this typical answer to Fleming's query:

"Carhartt's? Carhartt's are dead! I used to carry them—used to be one of my best lines—but they're no good now. Oh, I still stock a few of them—have to because some of my customers want 'em—but I keep 'em hid and don't sell 'em without having to. What's the matter with 'em? Plenty! Out of date, too high, company's quit advertising, don't give the dealer any kind of cooperation any more. . . . I've got to sell goods I can make some money on. Now, take this other line here—lot of improvements in the garments, quality just as good as Carhartt's, prices lower, better discounts, and a company behind it that gives the dealer all kinds of cooperation. Why should I try to sell Carhartt's when I've got this other line that's so much better from my point of view?"

The sad part of it was that these complaints on the part of the

dealers were justifiable. Practically no changes had been made during the company's dormant period and it had discontinued practically all its advertising and dealer cooperation. The result was that competing products had improvements Carhartt's did not have; Carhartt prices were high, and Carhartt was not cooperating with its dealers in the way of advertising and dealer helps.

Fleming and his associates set to work to remedy these faults and by May of this year they were ready to stage an aggressive offensive. All the improvements any other overall had, and then some, had been made in Carhartt's, prices were reduced to where they compared favorably with those of competitors, and a campaign of advertising and dealer helps such as no manufacturer in this field had ever undertaken was ready to be launched.

How the Campaign Started

The opening gun of the campaign was a very small one, but one that brought amazing results; just a government postal. The message was processed in long hand and included a mistake or two to make it appear all the more personal and genuine. It was signed "Lee Fleming," but none of the dealers, or even the Carhartt salesmen in the territory, knew who Lee Fleming was. It was dated at Detroit, addressed "Dear Friend:" and read:

"Here is a tip, but keep it quiet, because it's inside information. I'm not supposed to let it out yet at all—You grab the agency for Carhartt overalls in your town right now. They have a plan coming out that is a 'wallop.' It will be worth a lot to you and 'I don't mean maybe.' Don't say I told you—just grab it."

The dealers couldn't think who in the world Lee Fleming was, but this surely seemed to be a hot tip and they were interested, to say the least. Then when the Carhartt salesmen came along and denied any knowledge of a man by the name of Lee Fleming, it seemed all the more like a genuine tip—which, as a matter of fact, it was.

Thirty-five thousand such postals were sent out and approximately 10,000 inquiries were received in reply!

The next thing was a "price smash" which was announced in a broadside which featured the new improved Carhartt overall at new low prices. The opportunity afforded the dealer by this combination of an improved product at a reduced price was played up for all it was worth—and it was worth a lot.

Carhartt dealers then were supplied with a superior product at a low price, but that was not enough for Fleming. He wanted to go a step further and help the dealers sell this product.

"Selling," Fleming points out, "is now in its third stage. The first stage was the period when one sold through friendship; the salesman was a good fellow and he held his trade because his customers liked him personally and not because of the merits or demerits of his goods. The second period was characterized by 'strong-arm' methods of selling; high-pressure work that resulted in loading the dealer up with a lot of goods he couldn't sell. That didn't worry the salesman or manufacturer particularly, for all they were interested in was selling the dealer; selling the consumer was his look-out. Now we are in a third stage. We have come to realize that the only proper way to sell is to sell the consumer and let the dealer have a fair share of the profits; in other words, to help the dealer sell and make money for himself.

The Dealer and His Problems

"In the meantime, though, the mail-order houses and chain stores have been cutting in on the dealer's business till it has become a question with him as to whether he should handle certain lines at all. We want to help Carhartt dealers meet such competition, so we established a 'Dealer Help Bureau' and invited all dealers to send us their problems, of whatever character. One dealer down in Georgia was going to put on a special sale and asked us to prepare his ad for him—we did it; another wanted some suggestions for arranging window displays—

we sent him seven, with drawings and full instructions; still another wanted me to make a talk to his employees on retail selling and I was glad to do it. No matter what the dealer's problem or what assistance he may need, we are here to help him. Buying, selling, training sales people, advertising, window display, collections, stock-keeping—anything that pertains to retailing—involves individual problems that we are glad to assist them with.

"As a rule, the problems come from small dealers and are very easily disposed of, but we give each one careful attention and quick action. We are sincere in our desire to help our dealers and we give their problems the same attention they would get if the problems were our own."

Putting a House Organ to Work

This Dealer Help Bureau was announced through the medium of an attractive folder which gave considerable space to Mr. Fleming's qualifications to head such a bureau and which carried a personal statement from Mr. Hamilton Carhartt, president of the company, to the effect that: "This service will put the independent dealer on a par with the biggest chain store operator. I want all my dealer friends to make use of this unusual service."

In addition, the back page of the folder announced another dealer help, the Carhartt "Profit Pilot," a kind of houseless house organ in the nature of a trade magazine sent free to dealers.

The initial number of the magazine, which was dated August, was made up in 24 pages, well filled with practical trade journal material. There were several pages of Carhartt advertising, but these were readily recognized as such and no effort was made to sandwich advertising matter in between reading matter. Nor did any of the articles concern Carhartt products or how to sell them or what any dealer had done with them.

In other words, the Profit Pilot is a regular trade journal with the exception that it is sent to Carhartt dealers free by the

(Continued on page 310)

Dartnell Check-Up of Chain Store Competition Continues

The third of a series of surveys describing the methods of successful retailers in beating the chains at their own game

By Eugene Whitmore

Count the number of boxes of fountain pens in this drug store's stock and see how much wider a selection is offered than in the average store.



WHEN one of Chicago's strongest chain drug store companies established a branch at the corner of Main and Chicago Avenue in Evanston, Illinois, people wondered what would happen to the store of John Victor Lee right across the street. The chain store was in a new building. It was bigger. It had more window space. Its corner was conceded to be the better of the two locations. People leaving the trains from Chicago passed the chain store first.

There was, naturally, some conjecture concerning Mr. Lee's probable course. Would he cut prices? Would he adopt some of the chain store methods? Would he put in

the type of merchandise sold in the chain stores? People looked upon Lee's as Evanston's leading drug store. The chain was pretty shrewd in selecting this busy corner, people said. Some of them said it would undoubtedly cut into Lee's business.

That was two years ago. I asked Mr. Lee what effect the chain store had had upon his business.

"We have increased our annual sales more than two and a half times since the chain store moved in across the street," he answered.

I asked him how he did it, and he used two of the most hackneyed words in the retailer's lexicon. You can guess what they are, but I'll repeat them here for purpose of

In Lee's Drug Store, the customer can weigh free of charge. With a single exception this store leads Evanston in magazine sales.

record. They were, "Quality" and "Service."

He did not make the mistake so many other retailers make when faced with cut price chain-store competition. He refused to be stampeded into a price-cutting orgy. How this has worked out is perhaps best illustrated by a conversation which I could not help overhearing when I was visiting the store recently.

A wealthy patron came in to pay his bill. After some banter concerning current affairs, the customer began complaining about

prices. He was going to pay up his bill and transfer his patronage to another store where he could buy Squibb's Mineral Oil seven cents a bottle cheaper.

Mr. Lee stood the complaint about prices as long as he could.

"How long have you been trading here?" he asked his customer.

"Oh, I don't know. Four or five years," he answered.

"Well, you live a way up north of Evanston, don't you? Surely you haven't been coming down here all these years because you thought this store was a cheap place to trade, have you?"

"Why no, I guess not."

"Well, then, what are you kicking about?"

"Oh, now, don't get mad because I kidded you a little. Here's my check. Receipt my bill—and give me a box of those panatellas I smoke."

They both laughed and the customer walked out happily. By meeting the situation squarely, without equivocation, Mr. Lee had reminded him of the very reason for trading at this store—because it isn't a cut price institution.

According to reports from several sources, Lee's drug store sells more cigars than any store in Evanston, does more fountain business, sells more candy than any other drug store, and with one

exception, leads the town in sales of magazines.

"There are two things some druggists don't seem to realize," said Mr. Lee when I asked him how these various departments had been built up, "and that is that you can't sell goods if you don't have them, and that you can't do a big business unless people come into your store. We try to make it necessary for as many people as possible to come into our store. Most druggists think it is too much bother, or perhaps beneath their dignity, to handle daily newspapers. But we do, and insignificant as it may seem, several dollars a day find their way into our cash registers because people who come in to buy papers buy other things, too.

"We have a scale right near the door. In most stores you drop a penny to weigh; our scale weighs without the penny. We try to carry stocks that will bring us a reputation, not only for handling the best merchandise, but stocks that will make people say, 'If you

can get it anywhere you'll find it at Lee's."

"Many druggists claim there is no money in prescriptions. We have four registered pharmacists. They are busy all the time. Doctors for miles around know that if anyone north of the downtown district of Chicago has the drugs they want, we have them. We carry the biggest stock of pharmaceuticals of any store in Evanston or Chicago, unless perhaps it is Sargeant's, an exclusive prescription pharmacy in Chicago.

"I doubt if there is another drug store in the neighborhood that sells baby scales. We sell several hundred every year, because the doctors send people to our store. So it pays to build up the prescription department, because it wins the medical men and their confidence in our store brings hundreds of customers.

"I know druggists who never have put a drop of moisture in the cigar cases, yet they claim there is no money in cigars. Certainly there is no money in cigars for the druggist who sells them dry and brittle. In the winter time when the heat is on, our cigar stock requires four or five hours a week simply to keep the stock moist.

"There are two things some druggists don't seem to realize," Mr. Lee says. "And that is that you can't sell goods if you don't have them, and you can't do a big business unless people come in to your store."



Cigars should be moist, and soda cold. In the average drug store you will find the cigars dry and the soda lukewarm. These are simple little things, but they bring a lot of trade to any store."

While I was talking with Mr. Lee about the subject of cigars, a chauffeur came in for a box of cigars. Mr. Lee recognized him as the chauffeur of one of his best customers.

"Is the 'governor' going away for his vacation?" he asked the chauffeur.

"He's away now. He sent word for me to bring him another box of cigars from your store. Guess he don't like the cigars he gets up in the woods, because he took a box with him the day he left."

Attention to Details

It is this incessant attention to detail that makes the Lee store different. You will notice the difference in every transaction. In this store one hot afternoon in July the writer watched the customers coming and going. Every customer got instant attention. Across the street in the chain store little effort to please customers was apparent. One afternoon I walked in the Lee store for a cold drink. The fountain is at the rear of the store. Before I had taken ten steps inside the door a courteous clerk came towards me and asked if he could be of service.

Perhaps many readers have been exasperated as I have when patronizing a soda fountain, with the lack of attention there. After you order and consume your drink, nine times out of ten the attendant will walk away before he hands you your check. I went into the Lee store with this thought in mind. But I noticed every time that the check was handed to customers almost as quickly as the drink itself.

I went across the street to a chain store. The soda clerks (two of them) were awfully busy discussing a personal matter. Finally one of them served me and walked away to continue his conversation. Two or three minutes after I had finished my drink he brought me the check. At this time there were fourteen customers in the chain

store and eighteen in Mr. Lee's store.

Another policy of Lee's is not to substitute. He does not try the old idea of selling "just as good." This does not mean that Mr. Lee or his clerks will not get behind a product of merit and push it, but they do not push one brand at the expense of another, nor do they engage in persistent solicitation to try to increase the size of the customer's purchase.

Asked about advertising methods, Mr. Lee said, "I have tried almost everything. We have advertised in the newspapers daily, at intervals, in both large and small space. I have tried almost every other type of advertising. Right now we are putting most of our advertising money and energy in our show windows. We trim all of our own windows, putting into them the merchandise we want to sell. We do not charge manufacturers for window space, but we will not give a manufacturer a complete window to trim with his products that are sold up and down on the street at cut prices. Why should we turn over a window to the manufacturer of a popular brand of toothpaste that we sell at forty-five cents against a dozen other stores in the neighborhood that sell it at prices ranging from twenty-nine to thirty-seven cents?"

Making the Windows Sell

"The dealer who has valuable show window space and permits the manufacturer to trim it with dummies and crepe paper is throwing away his money, because he is too lazy to trim his own windows."

Mr. Lee says he has learned to take all "exclusive agency" propositions with a grain of salt. Time after time he has taken exclusive agencies on products, only to have them taken away from him after the demand has been built up. He once had exclusive rights on Yardley's perfumes and soaps in Evans-ton. He also had exclusive rights on Whitman's Sampler in Evans-ton. "But you can't blame a manufacturer for giving his line to everybody when there is a big demand for it, and the funny part of it is we have never lost any trade

on any of the products we once held exclusive rights on after they were given wide distribution. So we do not consider exclusive rights on a product as valuable as they are cracked up to be."

In one of his windows there was a generous display of an unadvertised line of insecticides. I asked him how it happened that he was pushing this line when it was not widely known. "We get exclusive rights on it, and it gives us something different from the line handled at cut rates across the street in the chain store. Of course, I realize that the manufacturer will probably deny us exclusive rights in a year or so when the brand is established, but in the meantime we have something different to sell. But we are not spending any money to promote it because of our experience in the past with pushing exclusive brands."

Lee's Buying Policies

In buying, Mr. Lee has certain well established policies. He tries to buy no more than a month's supply of any kind of merchandise, no matter how rapidly it sells. Many items in his stock turn weekly, and are purchased weekly. Any number of widely advertised brands of quick selling articles he buys from what are known as "cut-throat" or curbstome jobbers in Chicago.

Mr. Lee will not buy a product until he senses a demand for it. "We have been stung too many times on new products," he declared. "Several years ago we made a rule not to buy any new items, no matter how many advertising proofs we were shown, until we have a demand for them. About nine out of ten new propositions which are to be merchandised through chain stores are failures, he claims, and long experience in trying to dispose of little dabs of merchandise bought at the insistence of some salesman who showed an advertising portfolio has taught him that it is best to wait for the demand.

"We have the same best sellers in this store that we had fifteen years ago. There are literally

(Continued on page 305)

When Your Salesmen Neglect Advertising

How National Cash Register Company Sells the Need For Advertising to Its Sales Organization

SALESMEN who are skeptical about the value of advertising to supplement their calls are legion. There are many of them who discount the need for advertising because they are just stubborn. Then there are others who simply do not understand the purpose of advertising. And still others who are sincere in their belief that they can get along just as well without advertising because they once heard a prospect say that he never read advertising.

The National Cash Register Company has long made use of a vast array of direct mail advertising to aid salesmen. But in spite of the long record of successful advertising, some of their salesmen do not use as much of the company's advertising as is necessary.

Periodically the cash register people send out from Dayton a big broadside designed to resell the salesmen on the need for using the company's advertising in liberal quantities. One of their latest pieces is an excellent example of how thoroughly this company gets across its message on advertising to the salesmen.

On the first page of the folder the following copy appears:

"Here is a plan—

—that sold a Dallas druggist a class 900 register two months after he had told a salesman that he was absolutely not interested.

—that caused a Cincinnati baker to change his mind after he had settled on a second-hand register and buy a new class 1800.

—that sold three registers in a small town on one visit—a town that had never produced a

—point in cash register sales.

—that has produced similar results in scores of other cases.

—that the division managers in a recent meeting said was one of the really big things of the year from a selling standpoint."

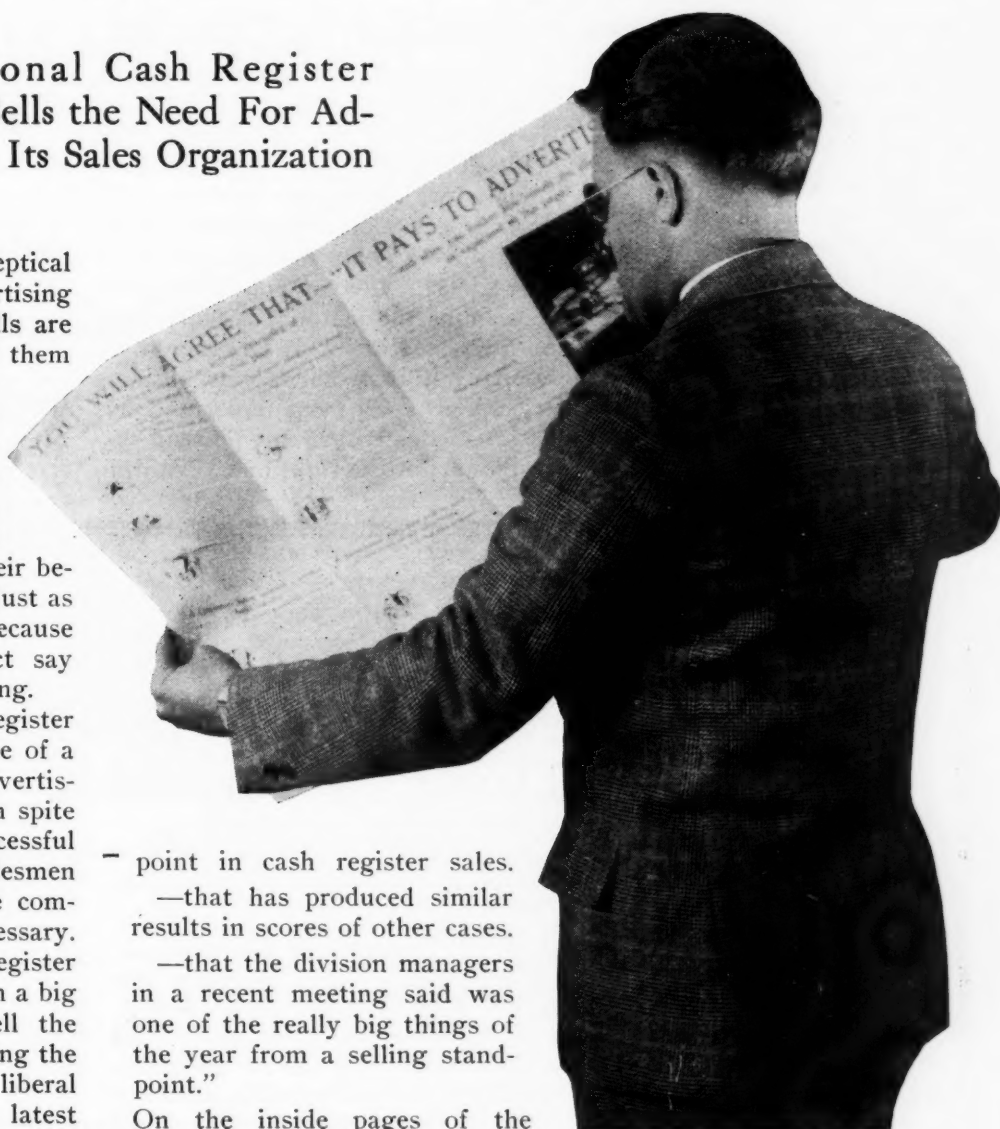
On the inside pages of the broadside there are four actual stories telling in detail just what the advertising plan has accomplished for other salesmen. One of the stories is a typical story of accomplishment that ought to interest any salesman who reads it, because it tells of a condition that every salesman meets from time to time. Here is the story as it was printed in the broadside:

"One of our sales agents tells a story that proves what advertising will do. He put on a new man and he told this new salesman to go down the street and visit a certain druggist. He said, 'This merchant has an old style cash register and is in the market for a new one.

Dozens of solid facts, not mere theories, were what the National Cash Register salesmen found in the broadsides designed to sell the company's advertising.

See what you can do with him.'

"About an hour later the salesman came back. He was terribly excited and red in the face, and looked as if he had had an interview that wasn't at all satisfactory. 'That man almost threw me out,' he told the agent. 'I cannot do anything with him. Said he wouldn't talk to a cash register man and told me not to bother him with any visits; that he wasn't interested.' The agent knew just what the druggist would say to the



salesman, but he wanted to make use of this case to show what advertising could do. And here is what he did.

"He started in that day and for a period of two months he mailed this storekeeper a piece of printed matter daily. During that time the salesman never went near the druggist and the agent did not encourage him to do so. At the end of sixty-five days, the agent said to the salesman, 'I want you to go down and call on that druggist again.' 'There isn't any use doing so,' the salesman replied, 'because I will probably be turned down once more. But if you say so, I will go see him.'

"About an hour elapsed and the salesman came back. This time his face was beaming. He said, 'I

must tell you an interesting story. When I went in to see the druggist this time he was extremely pleasant. Much to my surprise, he was smiling. He said to me, 'Come to the back of the store. I want to show you something.' We went behind the counter and he pulled open a drawer. In that drawer was a collection of N. C. R. advertising material. The druggist said to me, 'You folks have been sending me printed matter now for about two months and I have every bit of it in here. Some day I am going to buy a new cash register. I want you to keep on sending me material because I am interested in it. It has taught me many things about my business and, what is most important, has satisfied me that my present system is not the right one.'" Within

thirty days from that time the salesman sold this merchant a class 900 cash register."

There are three other stories in a similar vein. All with names and places mentioned so that the salesman who reads them will know instantly that the stories were not manufactured to suit the purposes of the printed matter.

On the opposite page are complete instructions for keeping a file of cards for a mailing list, and a reproduction and description of the type of cards that most salesmen have found easiest and most convenient to use.

The back page outlines some of the details of the plan, telling when to use it, what to send, how often to send the mailing pieces,

(Continued on page 320)

Meet the Men Who Direct Devoe & Raynolds

SEATED at the desk in the center of the picture is Mr. Elliot S. Phillips, president of Devoe & Raynolds Company, Inc., the "First American Paint Maker."

Mr. Phillips is one of the youngest, if not the youngest president of any corporation of the size of Devoe today, for he is only thirty-three years of age. He has climbed to success solely on his merits, having started about eleven years ago as a sales clerk behind the counter of Devoe's Fulton Street store. This was followed up by a period of intensive training in the Devoe factories and selling experience on the road. A man of dynamic personality and far-sightedness, Mr. Phillips is responsible for having put into effect many of the company's most progressive policies.

Seated at Mr. Phillips' left is Mr. Elbert D. Peck, vice president and general manager of the company. As salesman, branch manager, district manager, advertising manager and director of sales, Mr. Peck has a background of approximately eighteen years' paint experience. He is the originator of the Devoe Merchandising Plan which has played such an important part in the recent rapid development of the Devoe Company.

Standing at Mr. Phillips' right is Mr. P. le B. Gardner, vice president and director of sales. Mr. Gardner joined the Devoe organization in 1919 as a sales clerk in the Devoe Fulton Street store, from which position he rapidly advanced step by step through the positions of trade salesman in New York metropolitan district, manager of insecticide and dry color departments, manager of New York branch and assistant director of sales.

How to Establish Your Product as the Traditional Brand

Some Incidents Which Show the Far-Reaching Effects of Creating Good-Will Among Customers

By E. S. Sanger

IN MONTEVIDEO, Uruguay, in 1912, our agent introduced me to one of our largest customers. In greeting me, he said (in Spanish): "We have always sold your products, and to the entire satisfaction of our customers."

He then added, after a pause, "It is our traditional brand."

Since that time, as export manager, sales manager and general manager of our enterprise, I have aimed our entire manufacturing and merchandising efforts to achieve becoming "the traditional brand" of our customers. Later on I shall show by a number of examples the value of this accomplishment, which will explain why I consider it the soundest insurance which any enterprise can place upon its future.

Entirely apart from any dictionary definitions, "traditional" means the handing down of something worthwhile from generation to generation. In our case the upbuilding of tradition has been along traditional lines. For we have encouraged fathers to pass down orally to their sons the belief that the future of their enterprise will be best served by relying upon our merchandise.

Creating Customer Loyalty

Within a month, the president of one of our largest distributors in the Southwest, while lunching with me in his club, told me that his father had turned the business over to him with these words, "Never fear to borrow for legitimate business purposes, and never let a salesman convince you that his products are better than Sanger's." When I repeated this comment to my grandfather he told me that the tradition must have come into being within a dozen years, since in

both my father's and grandfather's time this distributor was featuring a competitive product.

A year ago, while in Salt Lake City, another variation was told me. The young owner of a long-established enterprise asked me, "What did you folks ever do for Dad to make him such a worshipper? It must have been some tremendous help that you gave him in some time of trouble, from the way he emphasized to me from the day I was out of the Service that I must stick close to Sanger's, no matter what inducements were offered me by your competitors," is a story which is worth relating behind that sense of obligation.

When Disaster Threatens

In 1914, on my return from South America, we had the pleasure of a visit from the father of this young and able business man. At my request he sat in with us on our daily export-management conference. It chanced that one of the topics was brought up by a cable from Guatemala, telling us of a disaster which had wiped out one of our customers. Our visitor was astounded when in a matter-of-fact way we took it for granted that we would replace, without charge, all goods destroyed in the disaster, particularly as in the course of the discussion it developed that the account was a new one with us and that the shipment in question was the first substantial order—many times the size of total purchases up to the date of its shipment. I remember that he told my father as he was leaving our modest plant, "You will always have all of my business in your lines. For while I can insure against fire and theft, the only way that I can insure myself against the unforeseen is by identifying myself with you."

In establishing a product as the traditional brand there must be behind the endeavor a deep and thoroughly sound foundation. The only deep and thoroughly sound foundation which has occurred to us is honest belief that for our enjoyment as well as our profit our business must be conducted so that it meets the unusual situation with unusual thought and action.

In Albany we have been established as a tradition with a leading retailer in our lines destined to be the leading retailer within a few years. He had accepted an order which involved the delivery of certain of our articles in connection with a memorial celebration. The gross stupidity of one of his assistants was responsible for their not discovering until Sunday afternoon that they did not have in stock certain of our items absolutely essential to the fulfillment of their agreement, and the omission of which would have seriously marred the celebration as a whole. It was necessary that the articles be in the hands of the construction expert at nine o'clock Monday morning.

Priceless Emergency Service

When the owner discovered the blunder he quickly saw the seemingly certain consequence, but, hoping against hope, telephoned my father at his home. The message was relayed to me at a summer resort in New Jersey. I drove to our New York warehouse, loaded my car with the required merchandise and delivered it several hours ahead of its need. It was years before we knew that an Albany manufacturer of similar merchandise had first been appealed to vainly. His refusal was fortunate for us, as it supplied a most vivid contrast. Certainly the business friendship which exists between us today is traditional, as

a second generation has taken over the reins in both cases and our lines are handled exclusively by this retailer.

It was only ten years ago that marks the beginning of a traditional preference for our lines with an outstanding wholesaler in Kansas City. Through one of our field men we learned that the wife of the then assistant sales manager was about to leave New York on a two-months' guided tour of Europe. As time was short, we telephoned our assistant export manager at our New York export office. He, although a newcomer in our ranks, had absorbed enough of our own traditions to handle the situation most creditably. In addition to the basket of delicacies which was delivered to her state-room, our assistant export manager, through traffic friends, quickly met the purser; arranged so that she was seated at his table, and then was introduced to her by an official of the steamship company.

After a short half-hour he learned that she was traveling alone; that she did not recognize anyone on the list included in the tour, and that her first high hopes and thrills were changing to dread. In another ten minutes he had studied the sailing list. After several false clues he finally found "a friend of a friend" and enlisted his cooperation. Before the boat sailed he had introduced her, through this "friend of a friend," to several others.

Kindness That Wins Friends

At this point our organization took over the handling of the matter. With a copy of the tour before us we wrote or cabled to our representative in each large city on her itinerary. In cities where more than a day was to be spent and where we had no exclusive representative, we wrote to the customer with which we were most closely identified. In addition, we used our friendly contact with the Bureau of Foreign and Domestic Commerce, so that American commercial attaches and trade commissioners were advised of the dates on which she would be in their respective cities. With this foundation, we both cabled and

wrote her, telling her that if circumstances permitted and she so desired, these good friends of ours would be most glad for the opportunity to be of service.

Here was a case where, because of my travels overseas, I took the keenest of enjoyment in anticipating what the lady would enjoy most in each of the cities, and in arranging so that she would have the special attention which means so much to a woman traveling alone. Many times I have made just this type of arrangements for mere acquaintances, simply for the pleasure I derived from it. But in this case, because of the business angle, it led to the establishing of a traditional relationship of amazing value to us.

A Strange Service

The one-time assistant sales manager is now the controlling factor in a rapidly growing wholesale house in Dallas. There is demand in his territory for three products in our lines—but he sells ours exclusively, and supplies the others only as an accommodation to a few of his customers to bridge the gap while he is converting them to Sanger products.

As he told me a few years ago, "It goes without saying that I could not help but be pleased by the unusual courtesies you extended to my wife. But what impressed me most was your wonderful knowledge of the trade overseas and the fact that the Sanger lines were the leaders in so many foreign centers. This proved to me positively that you were in business to stay, as even the worst of panics here at home would still leave you with a big enough business overseas to tide you over. It also convinced me that your products must have value built into them, or otherwise they could not have become standard in so many countries and enjoy demand in so many different climates."

In July, 1919, one of our junior sales clerks brought me as sales manager a newspaper item which had caught his eye. It was an ordinary enough piece of news. A man was in the city hospital suffering from concussion and with his pockets emptied. The name found by the tailor's label was

identical with that of one of the partners of one of our customers in a city two thousand miles distant. Within three hours we had identified the man as our customer and transferred him to a private room in a private hospital. Within another hour the news of the accident, together with the preliminary report of an eminent surgeon, had been telephoned to one of our senior salesmen who chanced that day to be only thirty miles distant from the customer's home city. Within seven hours he had broken the news tactfully and gently to the man's wife. Within nine hours she was on her way in our salesman's automobile—thus saving two hours by making possible connection with a through train from the Southwest.

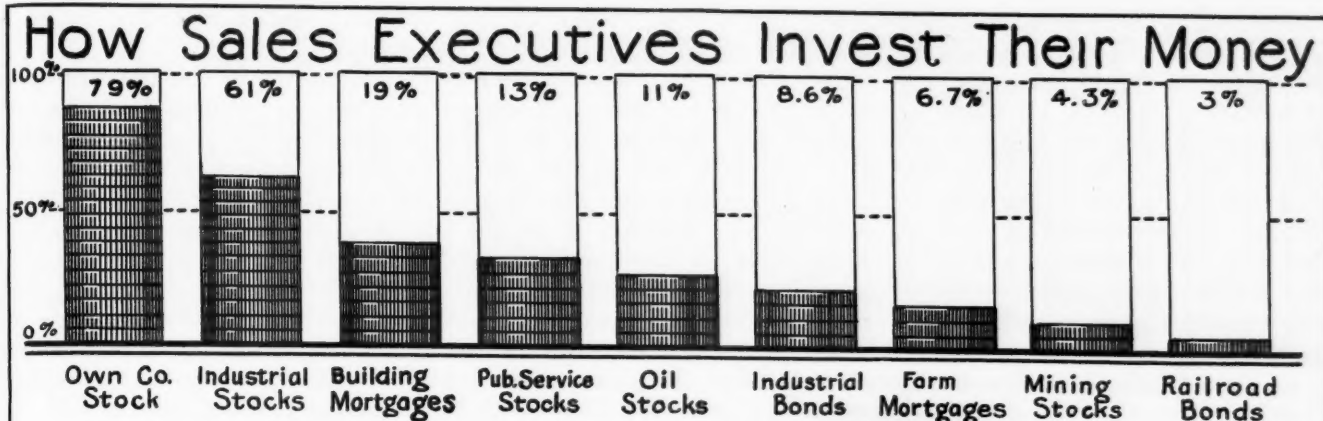
The following day the assailant was arrested, before he had a chance to dispose of his booty. The next morning we had (through information telegraphed us by our salesman) located the man's son at college and brought him to his father's bedside. Our customer recovered from the attack.

It is incidental to my mind, rather than else, that our line is traditionally installed because if any man in our organization would hesitate in such a case to render exactly this type of service for fear that it might not "result in more business," I would fire him on the spot and engage a human being in his place.

Mixing With Champions

Picking future tennis champions is indeed a precarious task. But possibly it will develop in a few years that we have not only made our line traditional in a Western city, but have also entertained, not wholly unawares, a youth who will dethrone the man who dethrones Tilden. He came East in a year which I shall not name for fear of embarrassing him, to play with his partner in the national doubles to be held in Massachusetts. On the trans-continental journey his partner developed appendicitis. It was indeed a sorely disappointed and at the same time sympathetically fearful youngster that chanced to think of Sanger's as a name familiar to him and one which would

(Continued on page 297)



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How the Sales Manager Salts Away His Earnings

Cross section analysis of sales executives shows heavy preference for industrial stocks; average investment to be more than \$26,000 each for the next five years

OUT of 162 sales executives who replied to a recent questionnaire sent out by "Sales Management" magazine, 129 reported that they own stock in the companies whose sales they direct. Three of the thirty-three who own no stock said they had tried to buy stock in their companies but none was available.

The questionnaire was sent to all subscribers in Ohio—slightly more than 1,000 in number; 162 answered the questionnaire which contained the following questions: Is your concern a closed corporation? If so, are you a stockholder? If you do not own stock in your firm, what other types of investment do you prefer? Please indi-

cate the percentage of your total investments in the following kinds of securities. Stocks: industrial, oil, mining, railroad, public service; bonds: municipal, railroad, industrial, state or county; real estate: farm mortgages, building mortgages.

That a high percentage of sales executives who answered the

questionnaire have well developed and planned investment programs is shown by the answers and the voluntary comments on many of the questionnaires. It seems to be an almost universal opinion of all sales executives that the man in charge of sales should be a stockholder in the company whose sales he directs. One sales executive expressed his opinion on this subject as follows:

"I am a large stockholder in our company and I believe that every executive should be if it is possible. I do not believe in asking the general run of employees to take stock in an industrial enterprise. I would not recommend such investments to people of small means, except perhaps in a very small number of large corporations. It is all right for people occupying key positions to own considerable stock in the companies they work for, for they are responsible for the success or failure of the company, but to ask others to hazard their money in this manner would, in my judgment, not be right."

Better Men Own Stock

Another sales executive said: "I own a substantial stock interest in my concern, in addition to working on a profit percentage basis. It seems to me that any firm desiring to make a permanent connection with a sales manager, and properly to encourage him, should make some kind of an arrangement for a financial interest, as well as a profit percentage. You could not force me to leave my present connection, as I feel I am a part of the organization. I am the only executive in our company who has any financial interest except the owners. I am a strong advocate of the policy of permitting the sales executives to become part owners of the business."

That a sales manager is a better executive for owning stock in his company was expressed by several men. Typical of these is the following comment by a high executive in a well known company: "We encourage our executives—particularly our sales executives—to invest in our company because it binds them to us more strongly. Before we adopted this policy, many of our men were as much

interested in other companies as in our own. Their interests were divided because of outside investments. While it may not always be wise for a man to put all of his eggs in one basket, as the saying goes, it is much better for the man and for his company if he owns stock in it. I know several very capable sales executives who own no stock in their companies, but who have outside investments that interest them as much, and in some cases more, than the affairs of their own companies. It would be better for all concerned if these men were allowed to buy into the companies for which they work."

Industrial Stocks Preferred

Industrial stocks are the favorite outside investment of the majority of sales executives who answered the questionnaire. Ninety-nine out of the 162 men who indicated their preferences in investments stated that their investments were largely in industrial stocks.

Fourteen held some industrial bonds. Many of these investments were made because of the knowledge these men had of certain lines of business and because of the confidence they had in the sales methods employed by the corporations in which they invested. Some men even had investments in companies which compete with their own organizations!

Thirty-one men have some of their surplus invested in building mortgages. The next most favored type of investment was public service stocks, twenty-two men indicating this to be one method of investing their surplus earnings.

That sales managers, with all their sophistication are not proof against taking a whirl at speculative investments is shown by the fact that eighteen had investments in oil companies. Of course not all of these were investors in "wildcat" propositions, but several admitted that they had fallen for the lure of huge possible earnings anticipated by promoters of oil drilling ventures.

Eleven sales managers had part of their surplus invested in farm mortgages, while nine owned some state and county bonds. Seven had

mining stocks and five railroad bonds.

Thirty-two of the 129 men who invested in industrial stocks reported that 90 per cent of their total investments were in this type of security.

A great many of the men who reported had widely diversified investments. One of the largest investors, a man who expects to have \$200,000 to invest in the next five years, diversified his investments as follows: 50 per cent in industrial stocks, 10 per cent in railroad stocks, 10 per cent in public service stocks, 5 per cent in municipal bonds, 15 per cent in county bonds, and 10 per cent in building mortgages.

Another man who expects to invest between \$200,000 and \$250,000 in the next five years has his present investments divided as follows: industrial stocks, 50 per cent; railroad stocks, 10 per cent; public service stocks, 10 per cent; county bonds, 15 per cent, and building mortgages, 10 per cent.

Many of the smaller investors had their holdings well diversified; for example, one man who expects to invest \$3,000 a year for the next five years has his present investments scattered as follows: industrial stocks, 25 per cent; mining stocks, 5 per cent; oil stocks, 5 per cent; railroad stocks, 25 per cent; railroad bonds, 25 per cent, and industrial bonds, 25 per cent.

Are Heavy Investors

Several men reported their investments were planned for years ahead on a budget basis. One man invests 25 per cent of his income. He laid out a ten-year program four years ago.

The question, "Can you tell us how much you will have to invest in any of the above types of securities in the next five years?" was answered by fifty-five men. These men reported that they expected to have a total of \$1,420,000 to invest in the next five years. This is an average of nearly \$26,000 each, or better than \$5,000 a year each. A great many men explained that they could make no accurate estimate of the investments for the future due to the fact that their earnings depended almost entirely on the profits made by their firms.

Can Sales and Advertising Strategy Keep a Style Product Always in Fashion?

"Yes"

Seems To Be the Answer From the Experience of Manufacturers of Vici Kid

An Interview by a Member of the Dartnell Editorial Staff with

E. B. Earhart

Vice President, Robert H. Foerderer, Inc., Philadelphia, Pennsylvania

WHEN Julius Caesar was mopping up a corner of his territory and night-lettered that famous daily report to his chief, "Veni, Vidi, Vici," little did he realize that he was coining a celebrated American trade-mark (if we may be allowed to speak in anachronisms). Nevertheless that is exactly what he did. That brief summary of Caesar's conquest of the East, "I came; I saw; I conquered," was the direct inspiration of Vici kid, the trade-name of the leather that is put out by Robert H. Foerderer, Inc., of Philadelphia.

A Trade-Marked Raw Material

Robert H. Foerderer had been struggling the better part of his life to perfect the chrome process of tanning leather. He had met with nothing but ridicule and disappointment. Finally, after many years of effort, he at last succeeded in making practicable this mineral tannage process. This is the process that is now in general use. It was in 1890 that Mr. Foerderer's labors met with triumph. In searching for a name for the leather that his new tanning process made possible, he fell back on Julius Caesar's "Vici"—"I have conquered."

And it is under that trade-name that the company which the inventor founded, has attained worldwide success and has built up one of the most unique businesses in the United States. "Vici" is the only leather trade-mark ever to

attain great prominence. In fact, the name "Vici" is frequently regarded as a trade term and in some cases as a common noun, despite the persistent efforts of the company to protect its trade-mark rights in the name. It is the only leather that has been advertised continuously over a period of several years. It is one of the few raw materials to have been successfully trade-marked and advertised to the ultimate consumer.

Naturally such a business must present a most interesting marketing problem. It does. On analyzing it the first thing that impresses the analyst is that marketing does not consist solely in handling salesmen. Too often the sales manager's job is regarded as just that. He is looked on as the teamster who drives the salesmen. The sales manager's province is much larger than that. We find an example of how infinitely bigger it is by examining Foerderer's business.

Fashion as a Sales Factor

The real marketing problem reaches out far beyond the salesmen. Briefly, it has to do mainly with influencing fashion and keeping the product so prominently in the limelight that it remains one of fashion's favorites.

The time was, not so many years ago, when shoes were not regarded as strictly style merchandise. To be sure, fashion always played a part in dictating the kind, shape and style of shoes, but these vogues used to stay put for

considerable periods and not change every other afternoon as shoe styles do today. Not only are the shapes of shoes subject to these fashion vagaries, but the materials of which shoes are made are also subject to them.

Capitalizing Style Cycles

For the past two or three years, the satin slipper had been all the go. For hundreds of years the ever-recurring style cycle has frequently been bringing in the satin slipper as fashion's decree for evening or dress wear. In this recent cycle, however, the satin slipper was used for every kind of wear. Women wore them to shop in, while driving their cars, and in some cases, even for sports. Naturally, this vogue must have hurt the leather business, especially kid leather, which is the type of shoe material which satin must have most displaced.

To keep a business growing when the fashion cycle is unfavorable to its product, is a nice problem in sales management. Let us see how Robert H. Foerderer, Inc., handled this situation. When questioned on this point E. B. Earhart, vice president and sales manager of the company, said, "Because the style cycle is leaning toward a certain kind of material does not mean that rival materials are entirely out of the picture. While it is true that satin has been popular for a time, business on kid has been good all during this period. A large industry, such as the shoe

business, never switches over entirely to one material. For a time, one kind of material may be more in demand than others, but the other materials remain in demand also. In the women's apparel field, silk and rayon are at present the preferred fabrics. But cotton and wool and linen are being used, too. No manufacturer need go out of business simply because the style cycle happens to be running away from him for the moment. The manufacturer should not forget that it won't be long before the cycle will turn back in his direction. When it does, it will help him quite as much as it is now helping the other manufacturer who is making a rival product.

A Consistent Advertising Program

"Another consoling fact about these style cycles is that there are often cycles within cycles, running in opposite directions. While fashion, so far as women's shoes are concerned, may have been pulling away from kid for a short period, it was during this same period that another movement gained momentum which has been a great boon to kid leathers, and that is the tendency toward the so-called hygienic or health shoe. Kid is largely used in these shoes. There are a number of these on the market. Since several of them are supported by strong and intelligent advertising campaigns, it is likely that the use of such shoes will turn out to be much more than a fad. Thus there is here an important permanent outlet for Vici kid.

"If a product is adaptable to style exploitation the vagaries of fashion will help it more than it will hurt it, provided, of course, its manufacturer takes advantage of all his marketing opportunities. In Vici kid, we are fortunate in having such a product. There is scarcely no limit to the color tones in which the leather can be put out. With the fashion tendency as it is and has been for a long time, the color possibilities of Vici gives us a tremendous advantage. The color ensemble is the vogue in women's attire. This does not mean that she must be a symphony in blue, gray or green, but it does

mean that her clothes and accessories must harmonize from the standpoint of color. Her shoes, for instance, must be in harmony with her gown or costume. Her stockings could match her shoes or, better yet, be of a color that would softly blend in with the hem of her skirt and her perfectly-shod feet. With color, as important as it now is in women's dress, it can be easily understood why the present style cycle is favoring kid.

"A moment ago, I said that a manufacturer who has a product that is influenced by style need not fear the whims of fashion if he pushes his marketing advantages. We try to do that. We do it mainly through our advertising. We have been advertising consistently for a number of years. We keep it up pretty much throughout the twelve months, letting up slightly during the in-between-seasons periods.

"The primary purpose of our advertising is to keep the name Vici kid before the public. We keep telling women to look for the Vici Kid Lucky Horseshoe trademark inside the shoes they buy. Getting a manufacturer to stamp, on his finished product, the name of the material he uses, is a most difficult marketing problem. The only way that it can be accomplished is to give the material such prestige with the ultimate buyer of the product that the manufacturer will find it to his advantage to use the name of the material in conjunction with his own. Vici kid has long had such prestige.

The Purpose of the Advertising

"A large percentage of the shoe manufacturers who use our leather, put the Lucky Horseshoe trademark inside their shoes. They do this on their own volition. We constantly suggest the advisability of doing it, but there is no compulsion or even undue urging about it. We figure that a manufacturer who stamps our trade-mark on his product against his judgment, will not continue to use the trade-mark long. On the other hand, where he becomes really 'sold' on the value of linking the Vici insignia to his shoes, he is likely to use it permanently.

"The second principal objective of Vici kid advertising," continued Mr. Earhart, "is to let women know that Vici kid is in style and in good taste, and why it conforms to the dictates of fashion. We constantly study fashion trends and keep our product in step, as far as the colors are concerned, with these trends. Our advertisements list or at least refer to the colours (as it is spelled in fashion circles) that are in mode. For instance, a June advertisement lists ten Vici colours as follows:

'Three shades of blonde
'Two shades of Bois de Rose
'One perfect grey
'A pastel green
'Two staple browns
'Black—mat and glace'

We issue a colour chart, which we offer to send to anyone who is interested."

Two Major Problems

Practically all of the company's advertisements play up one colour slant. Here's one piece of copy which not only talks colour but gives the other arguments for Vici kid:

Accessories, today, make or break your reputation as a smart woman. And shoes are your smartest, your most noticeable accessories, so long as skirts stay short.

Fortunately for the smart budget, the mode says kid. Vici kid is smartest to begin with—and it stays smart. Vici kid doesn't lose its shape. It cleans without colour-alteration. It makes the most of the foot—by seeming to make the least of it. Vici kid is used by the cleverest manufacturers to turn out their cleverest models.

Vici colours are perfect—subtle—varied—and adaptable. Taken together, they're fashion's rainbow, just as Paris paints it underfoot—such a sophisticated, chic little rainbow! And every Vici colour will take care of several costumes, by blending or contrasting with each. . . . Choosing shoes of Vici kid makes your shoe allowance go farthest—and fare best.

Another advertisement is entitled, "Take a leaf from the bride's notebook!" All over the page are scattered several of the leaves, each penned in facsimile script. There is a fashion message on each of them. For example, "for utility wear—Vici Black-one-strap. Two pairs mat & glace (perhaps one of them piped in color)." And this is the brief text that accompanies these leaf illustrations:

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Unless a salesman knows railroad problems and understands the interests of railroad men, he cannot hope to achieve much success in selling them. One peculiarity of railroad purchases is that while all orders are placed through the purchasing agent, few go through except by requisition from the user, whether he is in an office, a shop, or somewhere along the line.

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Why Salesmen Who Sell to Railroads Must "Speak the Language"

With the Railroads Buying More Than \$10,000,000 Worth of Equipment Daily, This Vast Market Offers Real Opportunities to Manufacturers

By John L. Scott

WHEN the first electrically-operated suburban train of the Illinois Central Railway pulled out of the Chicago terminal on July 21, nearly \$50,000,000 of the \$100,000,000 authorized for the electrification of the road had been spent. The suburban service, including over 100 miles of track, all completely electrified, marks the completion of the first stage in the

electrification of both freight and passenger facilities within the city limits of Chicago.

As an indication of the magnitude and scope of the railway market, it is estimated authoritatively that this \$100,000,000 will be shared by more than 300 individual firms, manufacturing and distributing widely different products. The largest slices will go, of course, to

the electrical companies, the Commonwealth Edison Company furnishing the power and the General Electric Company supplying most of the electrical equipment, but other firms, large and small, representing every industry from paper pins to steel girders, are also profiting.

Both roads entering New York City were electrified years ago, and

the first step has been taken in Chicago, while similar trends are developing in other large cities throughout the country. With each change from steam to electricity, millions of dollars are spent by the railroads, and avenues of profit are opened to the many industries producing the equipment necessary to achieve it. This, however, is but one of literally thousands of opportunities manufacturers have to break into the railroad market.

The railroads today are in a better position than they have been for five years. Railroad earnings for the first four months of 1926, with a peak of \$95,000,000 in March, are well beyond the earnings for similar periods in 1923, 1924 and 1925. The approximate figures for the first four months of the past four years are: 266 millions in 1923, 265 millions in 1924, 274 millions in 1925, and 301 millions in 1926.

As proof that these increasing earnings are being put into added equipment, it is interesting to note in a report of the Car Service Division of the American Railway Association that Class I railroads, during the first six months of this year, installed in service 1,117 locomotives, an increase of 190 over the number installed during the corresponding period last year and an increase of 46 over the corresponding period in 1924. According to this report, which was dated July 28, locomotives on order on July 1 totaled 646, compared with 279 on the same date last year and 360 on the same date in 1924.

Railroad Earnings Increase

During the first six months of 1926, also, the railroads placed in service 53,582 freight cars. Of this number, 24,934 were box cars, 20,859 were coal cars and 4,942 were refrigerator cars.

The chief reason for the increased earnings of railways is found in statistics showing comparisons in the loading of revenue freight for this year, 1925 and 1924. In 1924, up until the third week in July, revenue freight loadings totaled 25,784,022 cars; in 1925, the total was 27,194,436, while in 1926 it had gone up to 28,093,691.

The railroad market is both vast and concentrated. There are approximately 189 Class I railroads, the classification being based on gross earnings of \$1,000,000 or more a year. These 189 roads account for 95 per cent of the money spent by all railroads, amounting to some \$6,000,000,000 a year. Half of this figure, or approximately three billions, is spent for supplies and equipment; so every working day of the year the railroads are averaging purchases of \$10,000,000 or more!

An official of one of the medium-sized roads estimated that between 80,000 and 90,000 different items are bought by his road in the course of a year and that some 5,000 different companies take a share of the business. It is apparent, then, that railroads buy practically everything all other institutions buy, and a great deal more.

Buy in Wide Variety

Among the articles seldom associated with railroads, but which purchased in large quantities, are fireworks, arsenic, bunting, anti-septic and hygienic equipment, automobile supplies of all kinds, Fordson tractors and many others. One railroad buys \$1,300,000 worth of fireworks a year for signaling; all the roads purchase \$200,000 worth of arsenic for the seemingly insignificant purpose of killing the weeds which grow up between the ties; \$2,500,000 worth of red, white and blue bunting for decorating, and \$19,000,000 for writing paper and pens.

Fourteen per cent of all the timber produced is used by the railroads, one-fourth of the steel of the country goes to the railroad market; 30,000 cattle, 2,000,000 pounds of ham, 3,000,000 pounds of butter and 27,000,000 eggs are consumed in the dining cars. These figures give some conception of the vastness of the railroad business and the variety of products it must buy.

The manufacturers of such articles as locomotives, locomotive fire-boxes, Pullman cars, couplers, switches, signals, steel cars, and turntables depend almost entirely upon the railroads for their sales.

They have learned the system in force in railway organizations, and the fact that many of them have attained remarkable success proves the desirability of railroad business.

Manufacturers in every other line of business which touches even lightly upon the railroad market are anxious, naturally, to get some part of these enormous expenditures. Many of them are going after it aggressively and intelligently and are finding it well worth the effort, while others, either through an ignorance of railroad buying methods or because they fail to recognize the possibilities, are making no appreciable impression on this market.

In the latter case, among companies which produce articles suitable for railroad use but which are making no attempt to obtain the business, the complaint is sometimes heard that selling to railroads is too costly a procedure. These manufacturers say that railroads' business cannot be depended upon, as they buy in such large quantities that a big order one year and a small one the next will upset an entire production schedule, and they are scattering their purchases among so many concerns in the same line of business that none of them knows how much of it to expect and has no way of telling when one line will be thrown out over night.

Railroad Departments Pay

These objections are refuted by the testimony of other companies whose railroad departments have kept them alive when conditions in other industries cut off sales along the balance of their lines. There is no question that railroads are close purchasers and subject the materials they buy to the most severe tests; it is true, too, that selling costs up to the point of the first order, are somewhat higher than in other classes of trade, but it is likewise true that the huge orders and the certainty of repeat sales if the purchases prove satisfactory are more than worth the cost.

The trouble with most concerns which have had poor success in

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*What shall we do with
the salesman who*

Works Some Towns to Death and Neglects Others?

I KNOW a salesman who travels in Alaska—nowhere else. His entire territory has a population of less than fifty thousand people. The range of travel necessary to cover it is over three thousand miles. He sells hosiery, dry goods, ready-to-wear and a few staple side lines of the same sort of merchandise sold elsewhere in the United States, and has heavy competition in every line. His commissions last year on no higher basis than those paid in other parts of this country, were over \$16,000, and he tells me he has competitors who do equally as well. This is a fine example of the possibilities of population and demonstrates what close cultivation will do in even a limited field.

Where Salesmen Skip Stops

I asked about his methods. He said: "I simply work on all of them all of the time. I go wherever there is a store and I don't leave until I have done my utmost to sell every prospect in the place."

He looks upon each individual store as part of his entire capital and cultivates it accordingly.

Natural expansion frequently necessitates the redistricting of territories, and every sales manager has seen a new man go into a territory and get a volume where the previous representative of apparently stronger selling ability failed to get results, simply because the new man gave application to what he had. How often has every sales manager seen the assistant or cub salesman who was sent to the

By C. P. Pulliam
General Sales Manager
Rollins Hosiery Mills
Des Moines, Iowa

byways develop big business by this same application!

This luke-warm or indifferent attention to certain parts of a territory is not confined to small towns or places difficult of access. Some of the most indifferent work done by salesmen in their territories is in larger towns and cities. Invariably where that is the case, it is purely and simply dodging resistance, a salesman's lack of confidence in himself and his proposition, and this is the most fatal weakness in salesmanship. It is the hardest of all to correct. Frequently a salesman's vision may be raised and his sense of proportion may be strengthened by example and training. But courage must be native, without which, in selling as in everything else, no one can go far.

The Fear of Failure

There is no problem which more constantly confronts a sales manager than how to get salesmen to work their entire territories. There are always some towns or some sections in his territory at which the salesman shies, and almost invariably they are deserts of his own imagination rather than actual "bad lands." An analysis will show that in most instances there is population, industry and distribution in these particular

spots, and that the sort of merchandise the salesman represents is being sold there successfully by other salesmen who, in many cases, possess inferior qualifications and represent inferior lines.

If you could look into the heart of the salesman as you look at the map of the territory, you would find the trouble to be a mental hazard—a fear that he cannot sell goods here or there—to which he has so long yielded that it has become a conviction. Or, it is simply disinclination.

Building the Salesman's Morale

Generally speaking, the cause of either attitude may be traced to one or two unsuccessful attempts in which the breaks were bad, or, when unusually uncomfortable and unfavorable conditions were encountered. He takes the first failure to heart. Disappointment grows to prejudice which destroys his sense of valuation, and he argues himself to the conclusion that the business isn't there or that it isn't worth the effort. Of course it isn't there and it never will be there for any salesman who has so surrendered.

A close check-up of almost any sales force will show an amazing amount of territory that is going unworked on account of the salesman's prejudice, or his false estimate of possibilities, and yet the salesman who is failing to work all of his territory, or who is working any part of it indifferently, is sacrificing his very own capital.

Besides native ability and energy there are two things absolutely

essential to any salesman's success—something to sell and somebody to sell it to—without either of which his ability, however great, is wasted.

Population must ultimately govern distribution and the final limit of a salesman's possibilities in any territory. No matter how good a line he may represent, or how good a salesman he may be, his volume is limited by the number of buyers and users in that territory. Axiomatic as this may be its fixed importance is not measured or thought of as it should be by many salesmen. Wherever there are people there are selling possibilities, and any salesman who neglects any part of his territory that is populated is wasting building material—not only wasting the actual possible returns from that particular part, but he is losing the cumulative power that every unit of sales adds to general prestige.

The "Saturation" Ideal

There is a radiation of influence from every customer, no matter how small, and as the salesman sells in one town, that subtle force which accompanies approval helps him to sell in the next; strength is added to the salesman's morale, and increased momentum to his selling power with every sale he makes. The very acknowledgment of defeat or weakness in any part of the territory which he is supposed to control weakens him in the other parts, for in the part where he fails to sell, he may be sure some competitor is selling, which breaks his wall of resistance and lays open to attack, as it were, his whole domain.

It has been my observation that the average salesman does not avoid or half work some part of his territory on account of its limited population or its restricted outlet so much as on account of his fear of resistance. That resistance may be competitive. It may be physical discomfort or obstacles attendant upon the working of the region. It may be a general physical antipathy for the vicinity. In any event, it is an intimidation of heart which prevents him fighting for his own.

He may even be satisfied with what he is getting from a partly

worked territory. If he is, of course the job is bigger than the man. The remedy then is a bigger man for the territory or a smaller territory for the salesman. The latter is a compromise which progress forbids. The remedy for the whole situation where the salesman has ability, is system, organization, and regular territorial inventory. Every account within the geographical boundaries of the territory should be listed as an asset which carries with it the responsibility of attention and opportunity for development. Plans for contact and cultivation must be arranged which will assure results anywhere for the earnest salesman with energy. Every account in a territory is a possibility sooner or later for the man who aims straight and keeps on shooting.

Summed up, a salesman's failure to work all of his territory which it is physically possible for him to do, is attributable either to fear of resistance, or to indifference, either of which marks him as incompetent to handle the territory he has. Utopian as the attainment may seem, complete saturation with his product of each territory under his

direction must be the aim of every sales manager. Less than that is shooting at a tree top instead of a star, stripping his task of all romance and committing himself to the acceptance of drab average, which means failure in the end. That failure is hastened and inevitable if parts of territories which altogether represent a vast outlet, go unworked.

It seems to me the best way to guide a salesman to the realization of his part in collaboration is to make him see that in holding a territory he assumes an obligation as well as an opportunity—that his territory in itself is an institution for the destiny of which he is responsible, and that it should be handled as an institution. He must be shown that it requires constant vigilance and attention, and that it is just as susceptible to general weakness from small leaks and neglects as any other business structure is. It is as much an institution as would be a store, a farm, or a bank he might own. It should be charted and invoiced, organized and handled with a plan and system as any other business must be which long survives.

Colgate Introduces Novel Sampling Plan

DESPITE the hundreds of novel packages that have been originated in the last decade, the storehouse from which such ideas come, is apparently far from exhausted. Many new packages continue to come from it each year.

Colgate & Company, in bringing out Coleo Shampoo recently, hit on one of these original packaging stunts. At least it is original as far as our observation has extended. In a way the Coleo package, itself, is not original. It is only a conventional carton. But it is the manner in which this package is used to sample the new product that is out of the ordinary.

In its newspaper campaign, presenting its latest product, Colgate & Company advertise this "Special Offer." It reads:

"Ask your dealer for Coleo Shampoo. He will hand you a full size bottle for 50c,

and a trial bottle free. Use the small bottle. If Coleo is not the most satisfactory shampoo you have ever used, return the large bottle and your dealer will refund your money. Guaranteed by

Colgate & Co."

The free trial size, however, instead of being packed separately, is strapped on the full size package, just as an Indian mother straps her papoose on her back. The small package is a replica of the large package. The paper binding which ties the two together delivers this message to the purchaser:

"Try the small bottle. If it does not give you the most satisfactory Shampoo you ever had, return the large bottle and your dealer will refund your money."

This Colgate plan is based on a shrewd merchandising analysis. It combines all the advantages of the free-sample plan, the nominal-charge-for-the-sample plan and the

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Direct Mail As a Solution to Jobber Indifference

How the Spiro Manufacturing Company Achieved Quick Distribution by Going Direct to the Dealer

By Ralph K. Wadsworth

IN OUR economic structure the jobber performs a most useful function in the distribution of merchandise, but what manufacturer hasn't, at some time or other, considered the desirability of dropping the jobber and of going direct to the trade himself? The jobber's profits are usually not exorbitant. He keeps thousands of small accounts, travels the territory as economically as possible, and yet somehow or other you probably feel that he is not giving you the sales you should receive from his part of the country.

And nine times out of ten you are right, although he is doing the best he can. His salesmen generally carry a line of several hundred items, perhaps thousands. They haven't the time nor the inclination to put special selling effort on more than two or three items, and likely as not yours is not among them.

Freshman Eliminates Jobber

So you begin wondering whether you wouldn't be better off to organize a sales force of your own to cover the trade and to sell direct; or, if you don't use salesmen, perhaps to employ direct mail selling methods. Some firms have been doing this very successfully. Others, after a trial of direct selling to the dealer, have returned to the jobber.

What many manufacturers are thinking of today is shown by the action of the Charles Freshman Company, Inc., makers of radio sets. A year ago Freshman dropped the jobber and is now selling dealers direct entirely through the mails.

His success has been tremendous, the volume of sales increasing from \$2,000,000 the previous year to \$7,000,000 under the new plan.

But not all manufacturers have been as successful as Freshman. Conditions differ in the various trades and it would be foolhardy for any manufacturer completely to change his plan of distribution without carefully considering every angle. Where some make a success of it others have failed. Just where is the dividing line?

The average retailer carries hundreds, sometimes thousands, of items. He doesn't want to be bothered doing business with numerous houses and attending to the importunities of numerous salesmen. Personally he would prefer to do his ordering from one or two houses and through representatives who know his methods and understand his problems. These are his chief reasons for wishing to deal with the jobber.

On the other hand, you will find him just as keen as the rest of us to save money in buying goods, but the saving must be substantial and the item of sufficient importance to justify his going to a separate source of supply other than his jobber.

Facts to Consider

It is worth while for an auto supply dealer to secure his tires direct from you as a manufacturer, but hardly so in the case of a few bottles of automobile polish. The latter he would prefer ordering from his jobber when he is taking care of his other small items. This same rule holds good in most businesses, whether you are selling the drug trade, jewelers or grocers. Generally speaking, unless your unit of sale to the individual dealer is large enough, you had best sell through the jobber.

After a full consideration of the facts, you may decide that yours is an item of sufficient importance and profit to make it worth while

for the dealer to do business with you direct, but there is another important factor for you to consider, and that is the matter of dealer credits and the detail of carrying thousands of small accounts on your books in place of a few large ones from jobbers. That means additional bookkeeping, bad credits and similar items of expense.

How does Freshman solve it? First, by a careful selection of accounts and second, through credit insurance. His heavy national advertising to the consumer has built up such a following for his product that the Freshman franchise is much coveted by the dealer. They are almost in the enviable position of being able to pick their own dealers and they are careful to add only those with good credit.

The Credit Question

As a further protection against loss, they carry credit insurance. All accounts are handled in accordance with the credit insurance rules and the insurance company makes good on the losses. Not every manufacturer, of course, is in the happy position of Freshman with regard to the selection of dealers. However, there may be other factors just as important in your favor when it comes to credits.

You may be in a field where someone else has made your credit selection for you. Thus you may be able to confine your attention to firms listed at a certain high rating in Dun's or Bradstreet's; or, if you manufacture an article of interest, say to Packard Motor Car dealers, you can restrict your selling to Packard outlets who presumably have been investigated by the Packard Motor Car Company and have been found responsible for a certain line of credit. Whatever your particular credit problem you

can usually find some way of solving it.

Many houses already have their plan of selling set and working satisfactorily, but a new line or article may require a different plan of marketing.

Such a situation was recently faced by the Spiro Manufacturing Company, of Dobbs Ferry, New York. They manufacture a line of automobile moldings and running boards distributed through the jobber, and are thoroughly satisfied with that plan of selling for these items.

A year ago they got out a new glass enclosure, converting open cars into closed automobiles. There were already a number of such items on the market. Some of them are well advertised, and this new product of theirs, called the "Spiro-closure" had never been featured to the public. It is a quality item, selling for a little less than other good enclosures, and is economical in that it comes already fitted to your car. Most other enclosures require considerable cutting and fitting on the part of an automobile trimmer.

Spiro-closure's Experience

The season was already on (it was September) and the question arose how best to secure immediate distribution. Should jobbers be employed or should they go direct to the dealer? The jobbers naturally would not care to push the Spiro-closure unless it were heavily advertised; on the other hand, to go into magazines extensively without distribution would involve a large initial expenditure without immediate sales to justify it. The Spiro-closure retails for about \$50 with a dealer's profit of \$20, and it was felt that here was an item of sufficient importance and of enough profit to interest a dealer in ordering direct.

Not having a nation-wide sales organization, it was proposed to reach the dealers throughout the country by means of direct mail. So a special mail campaign to automobile dealers in all the states was prepared. The campaign proved very effective. Although it started late in the season, it returned initial orders from one dealer out of

every twenty on the list. Apparently retailers are willing to order direct from a manufacturer providing the item is right and the advertising dramatizes the story properly. As a part of the plan whenever a distributor ordered a certain quantity of Spiro-closures he was given a special mailing to open car owners in his neighborhood.

Trade paper advertising was also included as part of the campaign. These advertisements were designed as much as possible to arouse immediate interest and to secure inquiries direct, which were later closed through the mails. When it came to the question of credit the Spiro people felt that the automobile dealers on the mailing list had already been investigated by the parent automobile companies and so were entitled to a certain line of credit.

Maximum Returns from Markets

The result proved that their analysis was correct as most of the dealers paid promptly. A few took two or three months and the losses due to adjustments or bad credits were only nominal.

Since the campaign was undertaken a number of jobbers have approached the Spiro Manufacturing Company to take on the Spiro-closure. Where the company has been assured of active cooperation on the part of the jobber, they are giving him the exclusive franchise for his territory. This type of jobber has not been the big auto supply house with thousands of articles in stock, but rather the smaller distributor who specializes in auto top materials and kindred items. In those districts not satisfactorily covered by these new jobbing connections, the Spiro Manufacturing Company will continue to sell direct as in the original campaign.

Thus, in one way or another they are assured of obtaining maximum sales from each state.

There are reasons other than price that will often lead a dealer to buy direct from you. Sometimes it is a question of service. For example, a certain small town jeweler is buying his silverware direct from the manufacturer because he is always sure of quick

replacements on his stock. He doesn't obtain the silverware at a lower price. In the past when he ordered through his jobber the latter would often be out of some particular pattern and it would cause the jeweler considerable delay when replacing it.

This matter of selling the trade direct or of continuing with the jobber and of building him up, is a problem of considerable importance to every manufacturer. Where your unit of sale is small, very likely you have no option but to distribute your goods through the jobber. Where your sale is larger and the profit worth while, often as not you can successfully sell direct and with a considerable increase in volume of sales.

If you are without a nation-wide sales organization, direct mail campaigns may often be profitably employed, but it is essential that they be properly prepared. This matter of selling the dealer through the mails calls for highly specialized knowledge in this field. It would be a mistake for anyone to undertake it for the first time without the guidance of an expert mail order man.

Flies in the Jobber's Ointment

If you are obtaining all the sales you could reasonably expect from your jobber's territory, you would not find it very much to your advantage to change over to direct selling. As a matter of fact, most manufacturers would prefer to deal through the jobber. They do not begrudge him his profit. Their chief complaint is that they do not obtain enough volume from the jobber's territory. Also, the jobber controls the manufacturer's sales outlets and they fear he might at any time switch to a competitor.

Literary Digest Opens Boston Office

"The Literary Digest" has opened an office in Boston, in the Park Square Building, which will be headquarters for the New England territory north of Connecticut and east of Worcester, Massachusetts. This office and territory will be in charge of Harold E. Rounds.

Why Miller Rubber Soft Pedaled Its Advertising Campaign

Uses Spokesman to Explain Advantages of Advertising to Avoid Usual Bombast Concerning "Our Smashing Campaign"

By Charles G. Muller

THE official spokesman idea has spread from the White House to business, and the Miller Rubber Company has just used it to good effect in acquainting its dealers with the fresh start that Miller advertising is making in the automobile tire field.

When the company recently decided, after fifteen years of experience in advertising automobile tires, to disregard the industry's pets, such as big tires, big type and technical facts, and to set about impressing the tire buying public with the character of the name Miller in the rubber field, it told its plan to dealers through a third person.

This spokesman was the advertising agency. "We have called in an agent to show us what we ought to do in advertising and then do it for us. Here is that agent's report," was, in effect, the message the company broadcast to its distributors and dealers when it sent them a booklet containing the report, signed by the agency.

Softening the Appeal

This was one of the few instances in which the authorship of material has been publicly credited to the agency producing it, and the result of using this spokesman method was to present a dispassionate discussion of tire selling as the dealer knows it as well as a clear presentation of Miller advertising plans.

While the Miller presentation is still too new to permit a final judgment of its effect, the immediate reaction was favorable. Through the medium of a third person, the company sold its ideas of the restrained statement and the quiet voice. A few quotations from the text of the booklet will show how refreshingly the ideas were offered

to the dealer who is the target for a great deal of high pressure literature:

"People are not so much interested in tire advertising as they are in automobile or radio advertising. Tires have become an accepted thing—supposedly all more or less alike so long as they are round and hold air.

"Technical talk about special processes or features of construction are of more interest to the manufacturer than to the car owner. That is probably why so much tire copy is of this type—self-conscious, subjective.

A Statement of Aims

"No man buys a new tire joyously, as he might buy a suit of clothes or a new golf stick. He wants to forget tires. He hopes he has the kind on his car he can forget.

"It is hard to picture a man being so sold by any tire advertisement that he drives downtown and buys a few of that make. We can only expect him to remember the tire he has read about and think of it when he is forced to buy. Or, if he does not think of it actively, we can expect him to accept that tire when the dealer offers it.

"Tire advertising that pretends or hopes to do more than this is chasing rainbows."

Following this presentation of what Miller is not going to do, the company, through its spokesman, tells what it is planning to do to increase tire sales and to build up the dealer's business.

"We all trust our impressions more readily than our actual knowledge," the book says to the dealer. "Impressions creep in. They do not crash their way through. Personality is what makes the

impression, not wise words or strong gestures or will-power.

"What impression does Miller want to create? How fast can we develop it? The answer to these questions gives the campaign theme.

"The impression we want to create in people's minds need not be picked out of the air. We find that it has been expressed for more than thirty years in each product that went out from the Miller factories. We can find it already expressed in the Miller character; an impression of fineness. We can say to ourselves, 'We will build up in the people's minds the impression that the Miller name is associated with fineness—with the ultimate quality—with the undoubted best. Just as such names as Tiffany or Stetson are so associated in people's minds. Miller shall stand for the finest in rubber.'

"That is occupying pretty high ground.

The Dealer's Slant

"The thing is clear enough, but the way to do it calls for an artistry, a restraint, that brings out the Miller quality of fineness as it never has been brought out before. The record shows that as a result of strenuous competition, tire advertising has become bold, assertive, clamorous. Anything to make an impression.

"The natural habits of the reading public must not be lost sight of. The forcefulness of the restrained statement, the quiet voice, and the assured manner has never lost its power to convince. We will show restraint in Miller tire advertising."

The book then goes on to tell the dealer where and when Miller advertisements will appear and reproduces in actual size the first

two-color double spread which first appeared April 17 in national magazines.

The book was aimed to give the dealer a chance to understand the advertising as it was conceived and carried on, more clearly than if a bewildering array of imposing creations were laid before him. The whole tone of the presentation, while simple and straightforward, was intimate enough to develop in the dealer's mind the impression that it had been written by someone who had interests common to his own. It showed him, too, that

big advertisers are not as careless or as casual about the expenditure of their money as the dealer sometimes thinks they are.

The book is interesting as indicating a departure from the dominating tire illustrations which have been so long in vogue. And its restrained presentation of the new campaign, in keeping with the restrained vein of the proposed advertising, shows how effectively a spokesman can be used to tell dealers those things which might sound bombastic if coming direct from the company.



Advertising Car Reaches Out of the Way Places

THE "Dealer's Help" car operated throughout northern California by the Johnson-Locke Mercantile Company, manufacturer's representatives, with their main office at 1 Drumm street, San Francisco, has been found to be of great utility for intensive work in distributing advertising matter of every description, from small cards to three-panel window advertising features. This concern, established in 1888, is the sales representative of a number of nationally known manufacturers of various food products in this territory.

The body of the car was built especially for dealer's help purposes by a local body builder. It is mounted on a regular speed wagon chassis. The wooden fittings, inside the car, include drawers of every height and width to accommodate the varied advertising output of the manufacturers. The man who drives the car is an expert window decorator, and carries other materials to assist him in putting in crowd-drawing windows, especially in out of town retail stores. Grocery and drug stores are the chief retail houses visited.

The car remains out, away from headquarters, for periods of two months, and the use of it enables the Johnson-Locke Company to give window trim service in localities heretofore not included.

To augment the work of the traveling advertising car, every salesman carries some advertising set-ups and literature with him in his salesman's car. But the big bulk of the responsibility rests upon the man with the special car.

Having this sort of work in the hands of a man who can talk about window advertising from the viewpoint of an expert is of greater advantage than leaving the work as a side-line for salesmen to look after. The traveling window dresser, with his large stocks, can offer a wide range of selection in colors, sizes and shapes of advertising material, and can further discuss the sales value of windows from the viewpoint of the showman.

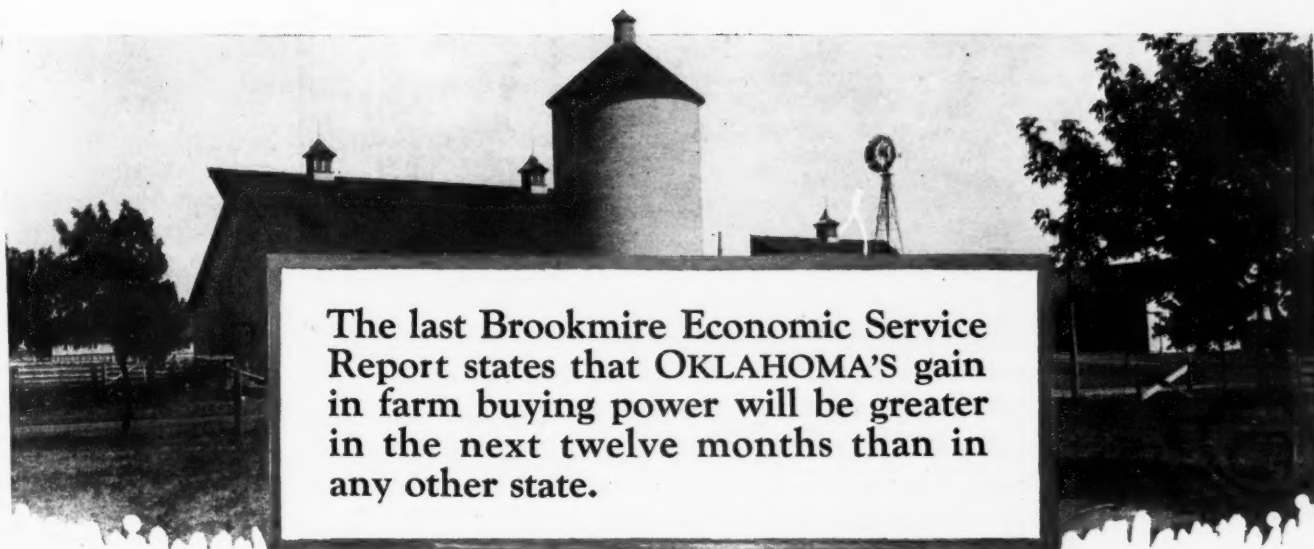
Car Itself Is Advertiser

A liberal allowance is given for upkeep and garage work, so that the advertising car is always spic and span and the paint-work highly polished. The main portion of the body and the engine hood, are painted a beautiful maroon color; the trimmings are black, while the side panels are an olive-green with gold-leaf lettering. A large sign appears on the spare tire cover, and the extras of the car are finished in polished nickel. There is every convenience possible for the window trimmer, and the rear doors are in two sections, with glass upper panels. A combination step and rear bumper gives ready access to the car interior from the roadway.

Elwood E. Oplinger, for the last four years the general sales and advertising manager of The English Woolen Mills Co., a chain tailoring store organization, and The Wholesale Direct Tailors, a subsidiary direct to consumer branch, Buffalo, New York, has resigned to accept a similar position with The Emerson Wholesale Tailors, Philadelphia, Pennsylvania. Mr. Oplinger expects to be on his new position about August 20.

Oklahoma's Farms Offer You—

*more buyers to every
advertising dollar!*



OKLAHOMA is at the top in farm buying power! Oklahoma farm-produced dollars will show a greater increase in buying power for the 12 months beginning July 1, 1926, than in any other state . . . so predicts the Brookmire Economic Service. The August issue of Nation's Business placed Oklahoma in the brightest spot on the trade map! And the official forecasts of the U. S. Government also point to the fact that this farm market is scheduled for a year of phenomenal prosperity. Oklahoma has made the largest wheat crop in her history. Corn, cotton, and the other major crops are forecast to show a big increase over the bumper productions of last year.

Oklahoma is teeming with wealth! New customers are being created for things they never bought before. These new customers can be reached through Oklahoma's *one* farm paper, the Oklahoma Farmer-Stockman.

Carl Williams
Editor

**The OKLAHOMA
FARMER-STOCKMAN**
Oklahoma City

Ralph Miller
Adv. Mgr.

NEW YORK

CHICAGO

E. KATZ SPECIAL ADVERTISING AGENCY

DETROIT

KANSAS CITY

ATLANTA

SAN FRANCISCO

SALES MANAGEMENT—AUGUST 21, 1926

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Manufacturers, Jobbers, Dealers and Distributors of Electric Irons, Iron- ing Machines, Laundry Equipment and Vacuum Cleaners say—

**The Press
is the
First
Advertising
Buy in
Cleveland**

IN JUNE The 6-day Cleveland Press published more electrical goods advertising than the Daily and Sunday News and the Daily and Sunday Plain Dealer COMBINED. 9,749 lines more! The Press published *more than twice as much* in SIX days as the Plain Dealer published in 7 days! and more than four times as much as The News published in seven days!

The Press is the **FIRST** Advertising Buy in Cleveland because it has the largest city — largest city and suburban — largest Total daily circulation in all Ohio, publishes by far the most advertising, at the lowest milline rate.

Here are the figures:

	PRESS lines	Plain Dealer lines	News lines
Ironing Machines and Irons	2,229	1,516	1,667
Laundry Equipment	26,113	14,210	4,608
Vacuum Cleaners	5,657	1,059	1,200
Totals	33,999	16,785	7,475

Figures from Advertising Record Co., Chicago, Ill.

EVERY month The Press publishes more electrical goods advertising than any other Cleveland newspaper.
EVERY month, every *year* The Press is your **FIRST** Advertising Buy in Cleveland!
Because The Press brings in the customers. Because the merchants make sales.

The Cleveland Press

NATIONAL REPRESENTATIVES:
250 Park Avenue, New York City
DETROIT : SAN FRANCISCO



SCRIPPS-HOWARD

ALLIED NEWSPAPERS, INC.
410 N. Michigan Blvd., Chicago
SEATTLE : LOS ANGELES

FIRST IN CLEVELAND

LARGEST IN OHIO



How Kelvinator Tackled and Licked the Sales Training Problem

Not Content to Depend on Distributors to Recruit and Train Salesmen, Kelvinator Has Schooled 4,000 Salesmen in One Year

By F. J. Kerwin

HOW to get salesmen, how to train salesmen, how to make salesmen work, and how to hold salesmen are perennial problems with almost every specialty selling organization. These problems have confronted some of our industries from the very beginning and are yet to be solved by many industries that have been established, lo! these many years.

It is all the more interesting to know, therefore, that one of our youngest industries—or at least one member of such an industry—has tackled these problems with a will and is already able to report definite progress toward solving them.

The electrical refrigeration industry has been struggling along for several years, but it came into prominence only a year or so ago. It made more progress last year

than in all the previous years of its history. It is younger than the electric appliance industry, younger than radio, and something like a quarter of a century younger than the automobile industry.

And yet, it is doubtful whether any manufacturer in any of these older lines has done as much toward solving the problems of adequate and efficient man-power in the field as has one of the members of this young industry—the Kelvinator Corporation.

When Kelvinator began to expand, it found itself confronted by these same selling problems that have hampered older specialty sales organizations through all the years. It had a product that must be sold direct, that sold for several hundred dollars per unit, and that required some special knowledge on the part of the salesman. It sold

through distributors and dealers, but these distributors and dealers sold through salesmen who worked on commission and in the end, Kelvinator success depended directly on the success of these retail salesmen.

Kelvinator was not long in tackling the problems. Early last year, it engaged a business training corporation to make a study of the situation and to prepare a training course for salesmen to meet the specific needs of the men in the field.

This organization put a corps of trained buyers in the field and made a careful study of the product, the prospects, and the selling methods employed, both by Kelvinator salesmen and by those of competing companies. These buyers, working "incognito," would go to a Kelvinator salesroom and ask

for a demonstration; they would let it be known that they were interested in electrical refrigeration and would have a salesman call on them in their homes, and they would go out and "ring doorbells" to learn first-hand just what problems Kelvinator salesmen face.

Technical and sales executives of the Kelvinator Corporation supplied other data, successful distributors and dealers outlined their plans, and star salesmen contributed actual sales talks and experiences.

From all this material, the business training corporation, in cooperation with the factory, prepared a sales training course to be taught by mail and known as the Kelvinator Institute.

The course as originally constituted consisted of six text books, of about fifty pages each, treating, in order: "The Four Big Selling Points"; "How Kelvination Works"; "Selling Kelvination"; "Field Working Methods"; "Overcoming Difficulties"; and "Closing More Sales." Two other books have since been added, one on refrigerators and one on commercial installations. Supplementing each text book was a "sales case," which was an account of a typical sales situation to be analyzed by the student after studying the text, and a "sales building summary," containing questions and suggestions to help in applying and using the ideas and methods presented.

Classes for Salesmen

All distributors and dealers were urged to enroll their salesmen—and themselves, too, for that matter—for the course, which was expected to cover about twelve weeks. A nominal fee of \$10 per student was charged.

The units of the course were sent to the students from the factory, one unit each two weeks. During the two-weeks period, the student was expected to study the unit, answer specific questions regarding the handling of the "sales case" presented, and mail his answers to the Kelvinator Institute. There they were reviewed by the instructor and returned to the students.

Where four or more persons were enrolled in one dealer organization, it was recommended that weekly class sessions be held under the direction of the distributor, dealer, or sales manager and such instructors were supplied with special manuals covering questions for discussions, and suggestions for sales practice.

This course was started in September, 1925, and has been taken by something like four or five thousand students so far.

It is still in operation and will continue in operation indefinitely, according to executives of the corporation. It has done much to overcome the problems of adequate and efficient man-power in the field, but after it had been in operation several months, the management concluded that this mail course alone was not sufficient.

A resident course at the factory in Detroit, known as the Kelvinator Normal School, was accordingly initiated for the purpose of training capable instructors to recruit and train salesmen.

How Instructors Are Trained

Classes are composed of men chosen by their respective employers—the distributors and larger dealers—and sent to headquarters at their employers' expense for one week of intensive training that is calculated to prepare them to train others. These men have already taken the Kelvinator Institute course before taking up the normal course and are men who, it is believed, are especially qualified to become instructors.

In addition to reviewing the Kelvinator Institute texts, they visit the factory, hear lectures by executives and service men, and receive instruction in recruiting and training Kelvinator salesmen, even going so far as to practice writing newspaper advertisements for the salesmen.

To make the work as enjoyable as possible and to promote enthusiasm, each class perfects an organization, chooses a class name and slogan, and has a class dinner.

Classes are held daily from nine to five o'clock. On graduating, these men are ranked as "certified sales instructors." They then

return to their respective places of employment and engage in recruiting and training salesmen for their employers. These men are, of course, from the larger cities and territories, where a large number of salesmen are employed. Where they are employed, it is unnecessary to enroll salesmen in the Kelvinator Institute correspondence course, as they teach the same course in person.

The first normal school class of the kind was enrolled for the week of March 15, this year. Twelve other classes have since been graduated, providing a total of ninety-five "certified sales instructors" from all parts of the country.

Cooperation With Dealers

The factory instructor who teaches these classes is not idle during the other three weeks of the month, however. When not teaching a class at the factory, he is teaching one for the central station in some city, giving its salesmen the same training.

Electric light and power companies find electric refrigeration right in their line and a large percentage of such companies throughout the country are now selling it. Approximately one-third of the Kelvinator dealers, it is said, are central stations. These central stations have their corps of salesmen, usually very well organized, and they are very glad to arrange to have the Kelvinator instructor conduct a sales school for them. In recent weeks this instructor has conducted such schools in Indianapolis, Cincinnati, Louisville, Charlotte, Raleigh, Harrisburgh, Pittsburgh, Washington, Charleston, Minneapolis, and other cities.

Not the least important feature of this work is the fact that the central stations almost invariably stage a big drive for Kelvinator sales immediately after school closes, while the salesmen are enthusiastic, and the results are highly gratifying. Following the course at Raleigh, North Carolina, recently, for example, the thirty-four graduates went out and sold more than 200 Kelvinators in three weeks. One of them, J. H. Barlow, is said to have set a record by selling thirty-eight units in twenty-three working days.

Making Your Brand Traditional

(Continued from page 272)

supply an excuse for talking to someone.

After his friend's condition had been diagnosed by our company's physician and all cause for alarm had been dissipated, we were able, because of European contacts, to introduce him to a visiting foreign champion, whose partner had been held abroad by business complications. While the pair bowed to the combination who won the national doubles that year, the youngster, through our opportunity to serve him, came in the closest contact with the ranking singles players of half-a-dozen nations. Because of his wonderful personality and really remarkable ability for one of his years, he was taken into the sacred circle. Only a month or so ago I saw his name coupled with those of two others as the most promising American material for single honors, if we looked but a few years forward.

But enough of these examples. Several have been given, because so many of my friends and acquaintances have told me, after hearing some single instance, "Yes, but that wouldn't happen again in a lifetime." If so, we have lived several scores of lifetimes in the last decade!

Looking Toward the Future

Establishing a product as the traditional brand begins with the product itself. We make each one of our many products answer three questions:

"Are you linked up with the best of the past?"

"Are you the best specimen of the present?"

"Are our plans for you and your successors worthy of highest ranking in the future?"

The man in our organization best qualified by his abilities (and backed up by those of lesser qualifications) has as his vocation the selling of our merchandise in the Southwest. His avocation is our containers. We owe to this man a tremendous debt because we were three years ahead of others

in the "style element" in containers. Our competitors jeered, when they did not laugh, when we enveloped prosaic products in fancy holiday boxes—but they copied us two years later. Our competitors were frankly mystified when pastel shades and a minimum of text marked the entrance of an era—and they are half-heartedly copying us today, hoping against their own inbred beliefs that we are right, even though they show by their actions their innate doubts.

Over four hundred executives among our customers cooperate with us in searching for new uses and better methods of use of our products. One use alone of one of our many products last year brought us over forty thousand dollars in added profits. But better than even this pleasing increase in revenue was the value it had in establishing our line as traditional in the minds of ten thousand customers at home and overseas.

Abreast of the Times

Just to prove this point, let me cite two instances. We do not claim, nor do we possess, a monopoly of ability in our lines. Three years ago one of our lesser competitors brought out an article which was revolutionary. But because our traditional friends took the attitude that if this were a worthwhile idea "Sanger's would have had it first," the sales force of this competitor argued, pleaded and even begged in vain. We would indeed, with our larger organization and our unusually well-trained specialists, have been worthy of condemnation if we had not been able to take this revolutionary idea; rob it of its dangers; increase its usefulness, and so change its form as to free us from piracy. And we did this in a few hectic months of overtime work on the part of many of our organizations, advertising it in advance of its actual manufacture and sweeping the market with it.

In every case our salesmen were perfectly fair with the originator. Without selling competitive goods by unnecessary direct reference,

we never failed, when a competitive product was mentioned, to give it the fullest credit. We could afford to be generous, for the product we then had to offer was decidedly superior to the revolutionary package.

In the same way, when our competitors, without the slightest justification, from the standpoint of cost, were stampeded into lowering prices in 1921, the fact that we were the traditional brand with so many distributors enabled us to go through the year and make in 1922 price adjustments scientifically based on costs, and to continue these price adjustments gradually, and only at times when reductions were warranted. Our traditional friends wrote to us letters which, while inquiring price tendencies, repeatedly included the idea that they knew that our prices were fair and that when reductions were in order they would be made. As one of our traditional friends expressed it, "We owe it to you to fight your fight. Our inquiry is simply so that we may not unwisely defend your prices only to find them lowered tomorrow. Please give us the exact facts and any prophecies you may feel in a position to make. You can count on us to hold every single customer for Sanger's on our books, regardless of prices offered on competitive merchandise."

Square Dealing With Buyers

It may be interesting to know that we have a research assistant studying the past of every line we now manufacture and whose research extends into specifications of any new product which we may contemplate launching. For we want to put into our present and into our future packages all that is good that can be found in the past. The discovery of ruins in Guatemala or Yucatan may be of no interest to our competitors. But our research assistant instantly gets in touch with authorities to learn whether or not there is anything in design, in usage or from any other angle, of value to us. The attractive and designed patented

shape of one of our most popular containers owes its origin to the King Tut era. Indirectly, we owe the use of a patented attachment to Yucatan. For this patent was held by an enterprise in an entirely different line of industry. It was easily the best device of its kind for one of our products—but we could not interest its owners in sharing it with us, even though we were wholly non-competitive.

But through our research department we were able to offer them a design for one of their earthenware containers so unusual as to enable them to regain dominance of a line of which they had lost control—and they capitulated to our long siege by granting us, in return, the right to use jointly with them the attachment we had so long and vainly desired.

Traditions Within the Company

We search the present. Our agents and foreign sales staff are constantly sending to us samples, not only of competitive articles, but of non-competitive articles which fall in the same general class, so far as their uses, appearance or packing is in question. We are supplying at home and abroad today one of our articles on a fifty-cent retail basis that previously suffered under the "off-price" of seventy-five cents. Our competitors cannot meet this package and, as a result, we monopolize this market.

Though the market is limited, it brings an added ten thousand dollars in net profits every year into our coffers—and supplies consumers with a better article at two-thirds of the natural retail selling price. This all-around pleasing result is due, and solely due, to the discovery of a local manufacturer of perfumery in a small city in Holland, with whom we got in touch as a result of the suggestion of one of our agents, for whom we obtained patented protection, and from whom we secured a perpetual license.

We look into the future. When the radio was known as the wireless telegraph we canvassed its possibilities—and, after months of research, they yielded us but a name and a trade-mark. Long before the war we took a leap into

the future of the airplane. This projecting ourselves into the future has led us to the selling of a single product, but one bearing justly a pleasing margin of profit.

We anticipated the traffic problems to be created by the automobile. One of our products, ten years before the traffic problem became serious, was launched by us at a net loss of three thousand seven hundred dollars, in order that we might preempt the market which we felt would come into being—a small market for our particular product—but so that our customers might feel that we were living up to our traditions of anticipating the future.

Establishing your brands as traditional can only come, however, when human relationship is coupled with excellence of product and management ability.

Because we have a definite goal, and because we find it most enjoyable to strive every minute and hour of every day toward that goal, our customers—the vast majority of them—not only buy from us, but like to buy from us—and, more important—like to buy as near exclusively from us as possible.

Says "Sales Management" Hit Price Evil Nail on Head

Editor, "Sales Management":

We were very much interested in the editorial which was published in the May 1 issue of "Sales Management" ("The Snare of Competitive Prices") and this is, we think, a very timely message.

We are also very much interested in the last issue of "Sales Management" in reading your editorial item entitled "Pin Your Faith on Quality—Go Slow On Cutting Prices."

The electrical appliance industry is suffering very much at the present time due to this practice on the part of many of the manufacturers, ourselves included.

There are many concerns entering the electrical appliance field and producing the cheapest junk that it is possible to make, and we are hoping that there will be a reaction to these low priced goods.

Because they honestly want to give us preference I can count, without a moment's reference to records, at least a hundred of our customers who would be hurting their own business by the exclusive preference they give our line, were it not for the fact that we feel obligated to reinvest a share of our profits from their purchases in making up for the business which they are undoubtedly losing by not carrying competitive brands in highly competitive cities.

Within our organization we are handing down generation to generation the tradition that we wish Sanger's to be the traditional brand with every customer. Within the ranks of our customers, generation is handing to generation—and with emphasis which, in all sincerity, I must feel at times is exaggerated—the importance of maintaining without interruption contact with us as the leading source of supply.

There can be no formula for the establishing of a brand as traditional. But it can be emphasized wisely that no plan can succeed unless it is built upon a deep and thoroughly sound foundation—that of sincerity.

You are doing fine work and "Sales Management" is read with a great deal of interest by the writer.—H. G. Heckmann, President, Central Flatiron Manufacturing Company, Johnson City, New York.

Oakland Elects Anibal Vice President

A. R. Clancy, president and general manager of the Oakland Motor Car Company, announced this week the election of B. H. Anibal as vice president in charge of engineering. Mr. Anibal was appointed chief engineer for Oakland in March, 1925, after having been associated with various motor car units of the General Motors Corporation for twelve years, starting with the Olds Motor Works in 1909.

The FOURTH ESTATE

Third Year

Registered U. S. Patent Office
4 B. 1111 New York City, Advertisers
and Newspaper Makers
NEW YORK, JULY 31, 1926

No. 1537

*"it is simply PACKED
with FACTS about
Advertising!"*

Newspaper and Magazine Appropriations
for 1925 Show That

**241 Leading National Advertisers
Invest 65.9% in Newspapers!**

Get these facts as they appear every week in The
Fourth Estate! They tell where the advertising
dollars go and just exactly how they come back.
No theories or fads, but tons of tested truths.

THE FOURTH ESTATE

in its new form, after 33 years of continuous publication
has now become indispensable to every big executive!

*Write for a sample copy today
or mail a dollar for a three months' subscription. \$4 annually.*

THE FOURTH ESTATE, under entirely new owner-
ship is published at 25 West 43rd Street, New York

THIS Is the TRUE Chicago Market!



Zone 7 IS NOT the Chicago market. The TRUE Chicago market is Chicago and its 50-mile radius. The big HOME newspaper of this market is the Chicago Evening American. It should be the back-bone of any campaign designed to increase consumer demand in the TRUE Chicago market.

CHICAGO EVENING AMERICAN

A good newspaper

LARGEST CIRCULATION OF ANY CHICAGO
EVENING PAPER AND THIRD IN AMERICA

Some Small Town Merchants Air Their Trials and Tribulations

What a Manufacturer Learned When He Asked His Dealers About Chain Stores, Cut Prices, Advertising Helps and Mail Orders

THAT small town merchants are bitter against manufacturers who sell chain stores at quantity prices and long discounts is shown by the answers to a questionnaire recently sent out to a group of small town merchants in Iowa, Indiana and Illinois by a manufacturer of work clothing.

One question, "Do you favor quantity prices or quantity discounts?" drew the highest percentage of answers. Almost without exception the small merchants were emphatically opposed to quantity prices or discounts. More merchants took the time to write special answers to this question than to any other. One summed it up when he said, "That's the trouble with us today—looking for discounts which will enable us to sell in competition with the chain stores when we ought to know we can't get them." Another merchant wrote, "It is these quantity discounts that are making it possible for the big fish to swallow up the little fish, and I am a little fish."

The Installment Craze

There were nine questions on the questionnaire and seventy-eight merchants returned the blanks with questions answered. Some of the questions dealt only with the individual problems of the manufacturer and his customers, but some of the more general questions brought interesting answers which give an insight into the mental processes of the average small town retailer.

One of the questions was, "What, in your opinion, is the biggest problem individual retailers are facing today?" This question brought the usual group of objections to mail order houses, chain stores and house-to-house selling, but by far the largest majority of merchants claimed that

automobiles, radios and other specialties sold on time payments were the greatest problem facing individual merchants.

It was obvious that the merchants who gave little thought to answering the questionnaire simply put down chain stores, mail order houses and house-to-house canvassing as their major problem, but the merchants who really tried to give intelligent answers to the questions pointed out that such a high percentage of their customers had committed future earnings on time payment contracts that the purchase of ordinary necessities was severely cut down. Whether or not this is true makes little difference, for if the merchants believe it to be true, they will make comparatively little effort to push sales.

The Universal Price Complex

Instead of aggressively pushing sales they will try more and more to obtain low priced merchandise which, in their opinion, is the solution of most of their problems.

Out of the seventy-eight merchants who answered the questionnaires thirty-nine of them said that the biggest thing the manufacturer could do for them was to furnish them with higher quality merchandise at lower prices. Many of the merchants who objected to quantity discounts claimed that prices would have to be reduced if they were to continue in business. The "price complex" seemed universal.

When asked how to compete with chain stores, only four out of the entire seventy-eight suggested that pushing well advertised, widely known brands of merchandise would be helpful, although sixteen said that the manufacturer should furnish more advertising material. None of these sixteen had any constructive suggestions

to indicate what particular kind of advertising material would be most helpful.

One of the questions, "Should overalls be sold at cost, or nearly so, for advertising purposes?" brought a decided majority of negative answers. Only twelve of the seventy-eight admitted that selling overalls or any other type of merchandise at cost was good advertising. The greater number declared that they would not under any circumstances advise the selling of overalls at cost. The suggested mark-ups varied from 10 to 25 per cent. Some of the merchants admitted that it was good business to use overalls and other staples for leaders and specials because, they declared, people were good judges of values in these staple lines. They held the opinion that low prices on staples gave the store a reputation of selling at low prices, even though good profits were made on specialty lines.

The Craze for Style

It was interesting to see the reaction to the present style craze. Most of the merchants who answered the questionnaire were doubtless the type of retailers who, until a few years ago, sold nothing but staple merchandise which was as good one season as the next. That the present demand for changing styles has them guessing was obvious from a number of answers. "You never know where you are at," one particularly frank merchant wrote. "You buy a lot of stuff and if you don't sell it right away you are stuck with it because the nearby city stores will have something new to offer and your stock is a lot of junk." Another claimed the greatest problem was, "The sudden changes in styles, leaving the retailer holding stocks which six months ago he thought were staple."



When your samples are on the road

YOUR salesmen's sample trunks travel with tons of other baggage. Time-pressed baggage handlers are not always careful, and transportation accidents are numerous. If you value your investment in samples, insure them against loss in transit, fire, theft and accident.

North America Commercial Travelers' Insurance is low-cost protection and carries with it an assurance of prompt and satisfactory settlement in the event of claim. You can place this protection on the trunks of an individual salesman or on your entire sample line.

Your own insurance agent can give you North America Commercial Travelers' Insurance. Send the coupon below for full information.

Insurance Company of North America PHILADELPHIA

"The Oldest American Fire and Marine Insurance Company"

Insurance Company of North America
Sixteenth Street at the Parkway
Philadelphia, Pa., Dept X821

Name

Street

City State

Wants information on Commercial Travelers' Baggage Insurance

Founded
1792



It was evident from the answers to another question that these small town merchants will not bother to use typical department store prices. Quoting prices on a certain garment, only four of the entire group priced the garment at odd pennies. Prices ranged from \$1.29 to \$2.00. All but four made the price so that it would be unnecessary to make change in pennies, yet the chain store prices were all quoted with odd pennies such as \$1.69, \$1.73, \$1.43. The majority of the merchants sold the particular garment at \$1.75, which they admitted was considerably higher than a similar garment was being sold for at various chain stores.

Merchandising Ideas Needed

Twelve out of the seventy-eight merchants said they preferred to buy by mail rather than have salesmen call on them. Twenty-seven preferred to have salesmen call—the remainder ignored this question. A number of the merchants who preferred to have salesmen call said they depended on salesmen as "trade reporters," and obtained considerable advice and help from salesmen who called on them.

The general trend of the majority of the answers showed these merchants were not taking very many intelligent steps toward combating the chain stores, big city department stores, mail order houses or canvassers. Rather they were inclined to place the blame for dwindling sales on such things as poor crops, bad conditions on farms, the sale of automobiles on installments and other equally hackneyed alibis.

All of these alibis which they advance, foolish as some of them may seem, are retarding sales. Hundreds of sales managers who have not spent much time among small merchants are inclined to overlook these difficulties and forget some of the real and alleged troubles of the small town merchant. For that reason salesmen are not trained to help these smaller merchants or to educate them to use better merchandising methods.

One sales manager who talked to the writer recently said that he had just returned from a six weeks' trip, covering a large part of the country, and visiting many small towns. "I thought I knew our business," he said, "until I got out among these small town merchants, and then I found I knew very little about their ideas, problems and the conditions under which our goods are sold. All the time I was thinking of our problems in terms of big stores—State Street, Euclid Avenue and Fifth Avenue stores. The trip was a revelation to me. Many of our sales plans are now being changed to give small town customers better service, better cooperation and a greater chance to compete with the larger stores."

Commerce Schools Adopt Advertising Standards

A series of advertising standards, proposed by the Better Business Bureau of New York, were adopted by representatives of thirty commercial schools and ten agencies handling commercial school accounts at a recent meeting in Chicago.

These standards included the elimination of exaggeration as to the opportunities before the student taking particular courses; accuracy as to terms, including special, limited and time offers; that other inducements should not be made to appear as gratuities unless in fact so; elimination of disparaging copy; accurate description of the courses, under the appropriate heading when run as classified advertisements; educational courses should not appear under "help wanted"; elimination of superlatives, and the exercising of reasonable care in the acceptance of students.

Announcement has been made by William W. Lewis of the appointment of David R. Erwin as assistant director of advertising of Cadillac Motor Car Company. Mr. Lewis has recently been advanced from advertising manager to assistant general sales manager and director of advertising. Mr. Erwin joined the Cadillac advertising department November of last year.

Industrial Bond Issues

WE are prepared to purchase entire bond issues of sizeable and sound American industrial and manufacturing companies.

Address our office

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42 Broadway, New York City

HORNBLOWER & WEEKS

ESTABLISHED 1888

BOSTON
CLEVELAND
PROVIDENCE

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A·B·C·Week
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Oct. 18 to 23

The 13th Convention
of the

A·B·C·

(AUDIT BUREAU OF CIRCULATIONS)

will be held at the

Hotel LaSalle
Chicago

October 21st & 22nd

NINETEEN · TWENTY · SIX

Divisional Meetings - Oct. 21st
Annual Meeting - Oct. 22nd

The **Annual Dinner**

will be held on the night of
October 22nd
at the

Hotel La Salle

Make Reservations Early



Check-Up of Chain Competition Continues

(Continued from page 268)

thousands of cold creams on the market—but four or five of them get the bulk of the business, and they are the same four or five that led all others years ago. The same is true of toothpaste. A new toothpaste comes on the market every few days. We have several dozen brands in stock. Three or four are all that sell with any rapidity, so we are quite incapable of getting excited over one new one, no matter how it is going to be advertised."

In spite of these rigid buying policies, Mr. Lee believes that once he decides to stock a line, he ought to have a good supply and a full variety. His case of fountain pens and mechanical pencils is about twice the size of similar cases in other stores, and he carries from three to five times as large an assortment as the average druggist.

As Others See Him

This store retains the atmosphere and appearance of a drug store. While merchandise is attractively displayed, there is room on the counters. They are not cluttered up with all manner of "novelties" which are so often found in chain drug stores. Mr. Lee thinks it is a mistake for the independent druggist to ape the chain stores. A druggist should decide what sort of a store he is going to run—a variety store, with drugs as a sideline, or a drug store with novelties and variety goods as a sideline. Too many stores, in his opinion, have ceased to look like drug stores and their owners have lost the reputation and standing once enjoyed by the druggists of the country, he thinks.

There are twenty-seven people employed in the Lee store—four registered pharmacists, three bookkeepers, five at the soda fountain, four in the delivery department, four girls and two porters, in addition to Mr. Lee and four other employes who fill in where most needed.

I walked across the street and talked with a fellow merchant, hoping to get some further light on Mr. Lee's success. "Lee has made more money since the chain store opened across the way because he has better help. The people who work for Lee are well paid and they stick. He trains them well and they know their business. The chain store has had managers by the dozen, and it seems to me as if you never see the same clerk in there twice. You get to know Lee's clerks—and have confidence in them. That's why people walk by the chain and cut price stores to trade at Lee's." This was one

man's version of Lee's success.

Mr. Lee's version was, "There's nothing to it, but taking each department in the store and buying the best merchandise for it you can find, keeping the store clean and comfortable, and as attractive as possible. Then when you have a reputation among the doctors for carrying the best stock of pharmaceuticals, you soon acquire this reputation among the public in general. And when you have that reputation, people just come to you. If you have the goods to sell them, there is no need to worry about chain stores or cut price competition."

A Sales Idea Lifted From a Big Hotel

By Joel Wood

SALES executives who patronize first-class hotels, could get a number of ideas for their salesmen by watching the selling methods of the waiters that serve them. Many hotels are using modern sales procedure in training their waiters and in stimulating them to increase the size of the guest's order, to sell more profitable goods, etc.

In a number of hotels there are bulletin boards in the kitchens on which is announced the dishes that it is desired to have the waiters push that day. On the same boards are bulletined other dishes that should not be promoted, either because they are sold out or are running low.

Some hotels offer bonuses to their waiters for selling such profitable items as celery, olives, honeydew melons and other relishes or delicacies not ordered by the average diner.

Salesmanship in a dining room can be carried to just as great a height of expertness as it can in any other field. The writer witnessed a striking example of such salesmanship recently, in the main

dining room of the Ben Franklin Hotel, Philadelphia. The minute that a guest was seated, a large tea-wagon glorified by a platter of tempting looking sections of cold, pink salmon made more colorful by rings of cucumber and strips of pimento, another platter of a molded, gelatine concoction, a small bowl of creamy looking mayonnaise and a larger one of vegetable salad, was perambulated to his table by a white-trousered, white-coated, white-capped chef. This chef reached the guest's side ahead of the regular waiter and went into minute detail in describing his display of cold dishes. The optical appeal of the food and the chef's suggestions were so powerful that practically everyone in the dining room ordered from the cart.

Of course, other hotels push cold dishes in summer time; but the Ben Franklin plan appealed to me because of the energy of the selling promotion that put it across. I think this is about as good an instance as any I have recently encountered, of how anything can be sold on which proper selling emphasis is laid.



"GOSPEL HILL"
Master Salesmen
"GOSPEL HILL"
LETTERHEADS

Every "Gospel Hill" Letterhead does much to help put across the thing its owner wishes to accomplish. Thus we call them "Master Salesmen." Users from coast to coast find they outpull ordinary letterheads 6 to 1. A "Gospel Hill" portfolio will prove their value to YOU. Please request it on your business stationery.

The Folks on
"GOSPEL HILL"
MARION - OHIO



Roots —

Each branch must have a corresponding root and the branches can be no more flourishing than the roots.

Well devised Direct Mailing pieces are "roots" that feed your growing business.

"Acorn" messages are sturdy "roots." They will build your business well. Write

The Acorn Press

OMAHA, NEBRASKA
Direct Mail Planners and Printers

10

Advertising a Style Product

(Continued from page 276)

The shoes they throw after the bride don't count—but the shoes she takes with her do. . . . Whether you're marrying, married or merely hoping, look for the Vici Lucky Horseshoe inside the shoes you buy. It's your assurance of colour and quality, wear and cleanability. . . . To put your best foot foremost—put them both in Vici kid!

For several years the advertising of the Robert H. Foerderer, Inc., has been attracting much attention in the business world. The two main reasons for this interest have already been mentioned. Let me recapitulate them:

1. Because Vici kid is a material used in manufacturing another product. Its identity, as far as its trade-name is concerned, becomes easily lost in the process. Such products are regarded as difficult to advertise to the consuming public.
2. Because Vici kid is subject to the powerful influences of fashion. If fashion favors a product, it is regarded as just as strong a selling force as advertising. When fashion is selling an article, advertising is often regarded as unnecessary. If fashion is not leaning toward a product, advertising is frequently regarded as futile.

The Color Factor

I asked Mr. Earhart if there is any proof that the advertising has been able to overcome the two obstacles mentioned.

"Yes, there is plenty of proof," responded Mr. Earhart. "I have already explained that in our advertising, we announce what the colours are that Dame Fashion has declared will be the mode. Our sales follow these colour declarations in almost exact proportion. This proves not only that our analysis of the style trend is accurate, but what is more significant, it shows that we are able to direct the purchases of the public to the colours that we announce as being in vogue, and that the public is willing to accept our recommendations.

"There isn't anything remarkable about our ability to prognosticate styles. The fashion authorities really do that for us. In getting up our colour chart, we are now working with Forstmann & Huffmann, the woolen fabric house, and Cheney Brothers, silk manufacturers. For instance, we are announcing the following as the authentic Vici kid colours for the fall and winter of 1926: Rosette, Polo, Walnut, Limestone, Mauve-tone, Sudan, Cinna, Cochin. In the same chart swatches are shown of the Forstmann & Huffmann fabrics, indicating the authentic colour mode for fall and winter in materials for general daytime wear. Through the courtesy of Cheney Brothers are swatched all important colour families in the silk line. This authentic listing of colour fashions is of great assistance to shoe manufacturers in enabling them properly to style and merchandise their footwear offerings. It saves them from going far wrong on their colours.

Advertising Has Been Successful

"Our every-day contact with the trade gives us another assurance that our advertising is scoring. Daily, there are bits of evidences coming in that our advertising is effective. Much of this evidence comes to us through our merchandising representative, style expert, or whatever you care to call her. This woman had many years of experience with a famous Fifth Avenue store. She is our point of direct contact with the retail trade. Our selling work, you will recall, is entirely with the shoe manufacturer. We do not deal in a selling way with the retailer. Our style expert, however, does visit the retailer and lets him know what we are doing for him through our advertising, keeps him posted on style trends and in a general way, tells him the Vici kid story.

"Recently, this lady got a Fifth Avenue department store to make an experiment to test the popularity of Vici kid. She got the store to promote Vici in every way

they could, during the course of one week. Vici was mentioned in the store's advertising that week, displayed in its windows and talked by its shoe salespeople. A week was selected that would not be particularly advantageous to such a test. During the week, the sales of Vici increased to such a remarkable extent that if I mentioned the percentage you would be inclined to doubt it. Not only did the sales of Vici kid increase, but the sales of the entire department. This was all the more remarkable because it happened that shoe sales, in department stores that week, fell off considerably. This test proved to the department store that Vici has a tremendous acceptance with the public which can be cashed in on anytime that a store cares to tie-up to our merchandise.

Protecting the Trade-Name

"Still another assurance that we have of the success of our advertising and other marketing policies, is the world-wide recognition of Vici kid. In fact, it is too often accepted as a common noun. We employ the services of a press clipping bureau to send us clippings of any mention of Vici kid wherever it appears in any publication. In most cases, these mentions are the advertisements of retailers. In so far as we can, and we are able to do it accurately in most cases, we find out whether or not that retailer actually has Vici or some other kid. If he has some other kid, we call his attention to the fact that he is making use of a registered trade-name. If necessary we protect our legal rights to the limit;

"There are few manufacturers who go to the trouble to protect their trade-marks to the extent that we do. We register the trade-mark wherever it is possible. When the Japanese earthquake occurred, and it was rumored that trade-mark registrations in Japan might have been destroyed, we immediately cabled a reinstatement of our registration. We were among the first to ask the Russia Soviet Government to start a trade-mark registration bureau and to register Vici kid."

FREE to Business Executives

A beautiful sample
Autopoint Pencil
See coupon below



If YOU were your customer, wouldn't

You like to be advertised to this way?

Consider this new advertising method, proved by
the one real test—RESULTS. Then consider it in
terms of your own business

REVERSE the tables a minute—you are one of your firm's best prospects. Your firm has been advertising to you by various means for years—none has turned the trick. Then one day you get *this* ad. For the first time a definite impression is made.

Day after day it comes up to remind you. Then a courteous salesman calls. You see him. Pretty soon you give an order. After that you are a regular customer. Your firm has made an important friend. They found the way to reach YOU—who, for the moment, were nothing but a prospect.

What is this new way? you ask. It is the Autopoint Pencil, an advertising medium whose results extend over a period of years. Whose cost figures out a few pennies a year. It is a way which eliminates the man who cannot buy—the wasted circulation of magazines you're not interested in.

Autopoint has been adopted as an important item of their national advertising by scores and hundreds of the biggest manufacturers, selling organizations, banks, etc., in America. Their repeat orders prove its value. Overwhelming evidence testifies to the results it brings.

Your Ad on "The Balanced Pencil"

Millions of Autopoints have been used, in varying qualities and kinds, with firms' names stamped upon their barrels, to carry the message of better sales results, of more economical advertising.

Autopoint is the only pencil made of Bakelite, the feather-light, Gibraltar-strong composition that comes in the widest range of beautiful colors and effects.

There are no screw threads to break, no doubtful mechanism to jam. In fact, Autopoint exclusively uses a "one-moving-part" mechanism that is unqualifiedly guaranteed for the life of the pencil.

Send the Coupon Now—for Yours

There is a grade of Autopoint for every use—a size for every need. See them at any stationer's. Executives of businesses are invited to mail the coupon NOW for attractive Autopoint with their name stamped on it, and interesting new literature and price lists. There's no obligation.

Learn NOW about this amazing new road to profits—a way to advertise for many who have considered advertising too costly for their business.

Autopoint's 3 Exclusive Features

- 1 Cannot "jam"—protected by an exclusive patent.
- 2 Bakelite barrel—onyx-like, lightweight material—cannot dent, split, tarnish or burn.
- 3 But one simple moving part. Nothing complicated to go wrong. No repairs, no bother.



Clip the Coupon and Mail NOW!

Autopoint

"The Better Pencil"

AUTOPOINT COMPANY

4619 Ravenswood Ave. Chicago, Illinois

AUTOPOINT COMPANY For Executives Only
4619 Ravenswood Ave., Chicago, Ill.

Without obligation, please rush sample Autopoint Pencil, your business-building gift proposition, prices of pencil and stamping, and full information. I attach business card or letterhead.

Name _____ Title _____

Firm _____

Address _____ (SM-8-21)



EDITORIAL COMMENT



Advertising, Alone, Can't Get Distribution

The generation-old controversy as to which should come first, advertising or distribution, still goes on.

Advertising is being sold every day as a means of getting distribution. Companies, with a scattering distribution, are being told that advertising will remove the "wide, open spaces" from their sales map. With this assurance, some of these companies are enthusiastically adopting an extensive program of advertising.

If these new advertisers are launching their publicity with the sole idea of getting distribution, we are afraid that they are doomed to disappointment. It is rarely that advertising, by itself, ever gets any manufacturer distribution. Advertising, alone, cannot force distribution.

We know of a manufacturer who put \$2,500,000 into advertising over a ten-year period. It was good advertising, too. Nevertheless, traceable results were negligible. The business had increased somewhat but the increase was entirely out of proportion to the advertising expenditure. A field survey was made to find out what was wrong. It didn't take long. An analysis of the company's active accounts as compared with the desirable retailer-prospects for the product revealed that the company had less than ten per cent distribution. No wonder the advertising did not pay.

Learning his trouble, the advertiser engaged the services of a sales manager, who has had a wide experience. This man trained a crew of fifty salesmen and all of 1925 he conducted a drive to open new accounts. In that one year he had increased the company's distribution to 40 per cent. In the meantime, the advertising was continued. It accomplished more tangible results during 1925 than it did in the previous ten years.

The answer, therefore, to the question whether advertising or distribution should come first is that neither of them should go first. They should march down through the channels of distribution together, being preceded by sales management.

Not many retailers will stock a product on the strength of advertising, alone, even though they are getting some calls. To arouse their interest in the campaign the advertising must be merchandised and the proposition of the manufacturer "sold." Advertising always makes it easier to sell the proposition, but it will not sell it unaided. It has to be helped and supplemented by selling, sales management and all the other divisions of marketing.

The Price of Leadership

If a horde of competitors are imitating you, aping your policies, stealing your advertising ideas and trying to hire your salesmen, there is at least the comfort that you are looked upon as a leader of your industry. It means that the money you have spent in development work, in pioneering new fields, and introducing new ideas is coming back to you in the form of added prestige, accumulated good-will and consumer acceptance.

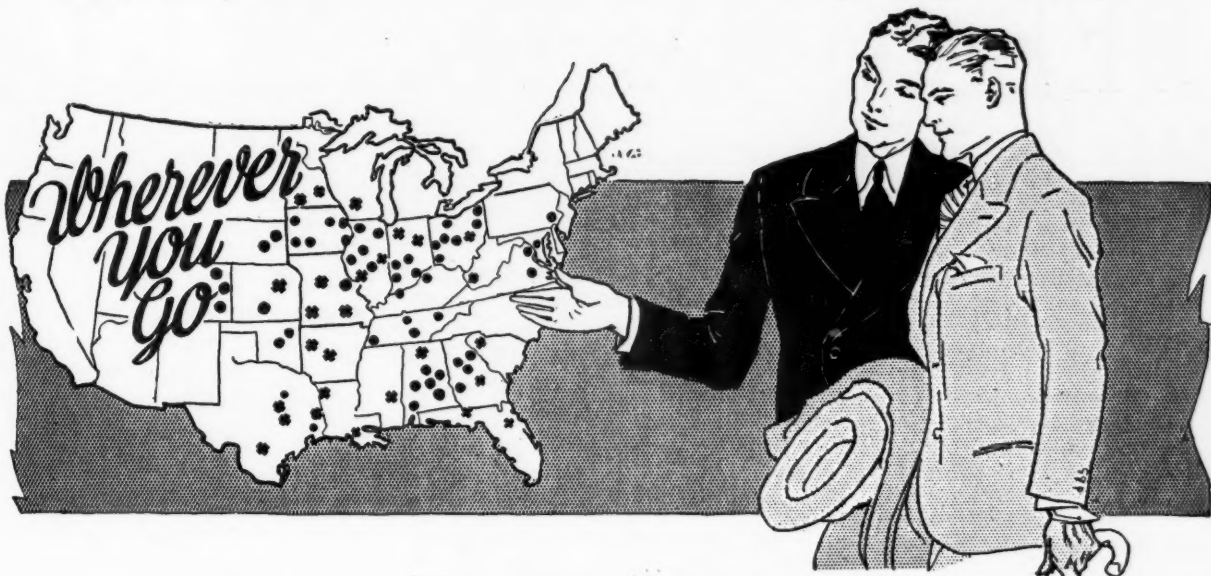
As long as your competitors are content to try to steal your ideas, to hire your men or woo away your best customers you are safe. But when you no longer have trouble from competitors hiring your men—when imitation of your advertising, your packages or labels ceases—it is time to investigate. Nobody imitates a dead one—no one tries to climb on the band wagon of a defeated candidate. If your methods are not being imitated perhaps they aren't worth imitating. It is a good way to test the virility of your leadership, for imitation is the sincerest flattery, and as long as others are trying to do what you are accomplishing it is proof that you are still blazing the trail. But when they stop, and strike out on trails of their own it is time to make sure that you are still on the right trail.

The Need for More Sales Managers

Department stores are replacing merchandise managers with sales managers. Instead of paying a man to sit on the lid and curb the initiative of buyers, they are hiring sales executives to devise ways and means of improving sales methods. Everybody knows what a fertile field this work will offer. No greater opportunity could be found for aggressive sales executives who can teach people to sell than in the average department store. If half the pressure were transferred from efforts to buy below cost and placed on efforts to teach clerks to become salesmen, department stores would begin regaining some of the prestige specialty shops are taking away from them.

In the banking field more attention is being paid to selling. Banks have a lot to sell. Millions of people are still afraid of banks and bankers, because the banks have failed to sell their function.

There isn't a more important profession than that of the sales executive. Good ones are rare. There is room for many more. The ability to sell and to manage others who sell is a priceless gift, and in the years to come it will be paid for accordingly.



The Saunders Idea:—Selling Miles!

In Saunders System Cars You Pay Only for Actual Miles Traveled!

THE Saunders Drive-It-Yourself System is a striking example of the success of an *idea*!

In 1915, the Saunders family were real estate agents in Omaha, with no connections in the automotive field. Today, the same family head a nation-wide enterprise which is listed among the notable business achievements of the decade.

An *idea* was—and continues to be—the source of their success.

That idea is to *sell miles*! As real estate agents, the Saunders' came constantly in contact with people who needed automobiles—but did not own them. Equitable rental systems were unknown. Borrowing of cars was the only alternative—and a very unsatisfactory one in the opinion of the Saunders.

Why, they asked, wasn't it possible to *rent* an automobile for the actual mileage used?

They were convinced that such an arrangement would fill a universal need—and some

day form the basis of a profitable business. As an experiment, they bought a Ford and advertised that it could be rented *by the mile*. The bewildering reception of that Ford vindicated the Saunders idea!

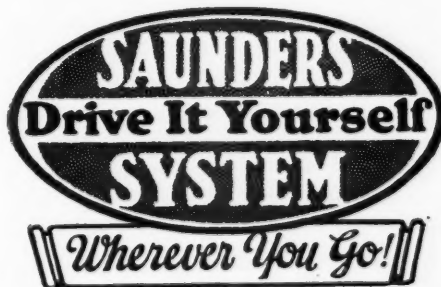
Another car was added to their stock—a small garage rented. In 1917, they moved to a downtown garage—with 27 automobiles.

Since then, expansion has been steady. Today, the Saunders' Drive-It-Yourself System serves the entire nation through stations in eighty-five principal cities.

When you rent a Saunders car, you pay *only* for the actual miles you drive it. The Saunders System pays for all repairs, oil, gasoline and upkeep.

Do people like the Saunders idea?

Last year Saunders System cars were driven twenty million miles!



Main Office: 1212 Wyandotte St., Kansas City, Mo.
85 Branches In Principal Cities

How Carhartt's Is Regaining Prestige

(Continued from page 264)

manufacturer and carries Carhartt advertising only.

In casting about for still other methods of helping his dealers sell, Fleming found that the Carhartt Company has for many years made a practice of giving time books to railroad men and farm, stock, and crop account books to farmers. Dealers would send in lists of their Carhartt customers and the factory would send the books to the customers. This was readily adaptable to the new scheme of merchandising through the dealer to the consumer and the adaptation was made in such a way as to impress the dealers with its value to them.

A folder was gotten out bearing the heading: "This will bring 145 customers into your store now! At no cost or expense to you." The copy then went on to propose that: "We will give you, free of charge, 145 gifts that are useful and wanted by every farmer and railroad man.

"Your name and address will be printed on every one of these 145 gifts.

"We will write, address, sign with your name and mail 145 postal cards to people you want for customers. We guarantee to bring 145 buyers into your store for a gift we will supply."

Bringing Buyers In

The plan, as explained on the inside pages of the folder, was for each dealer to select the names of 100 farmers and forty-five railroad men or of 145 farmers in his territory and mail the list to the factory, whereupon the factory would ship the dealer the proper number of each kind of books with his imprint, and at the same time would send a postal card to each name on the list, saying that there was a gift at the store for him.

The postal was dated at the dealer's address, addressed to "Dear Friend," and read:

A package came for you addressed in care of our store. You can drop in and get it any time you are passing. It is a small package and comes from Mr. Hamilton Carhartt, president of the Carhartt Overall Company, Detroit, Michigan.

I put it away, but the folks in the store know where it is, so you can get it any time you call for it.

The card was signed by the dealer—or rather, the dealer's name was typed at the bottom.

Instead of sending the books direct to the customers, together with a form letter from Mr. Carhartt, 145 books were addressed to as many customers or prospective customers and forwarded in care of the store; each book bore the dealer's imprint; and a postal to each addressee purported to be from the dealer.

Improved Merchandising Plans

Here, then, were three direct tie-ups for the dealer: the postal, the imprint on the book, and the requirement that the customer enter the store for the book—and the only additional cost over the old method was the 40 cents a thousand for imprinting!

The proposition was made to prospective dealers, as well as to dealers, and was made dependent on their ordering an assortment of five dozen Carhartt overalls. An order blank and envelope was enclosed with the folder for their convenience and the response is said to have been fully up to expectations. At the time this is written, orders are still coming in. Some of the dealers have been so well pleased with the plan that they have written in, proposing to pay something for the service.

Still another problem that troubled Fleming in his study of how to help dealers sell Carhartt was the fact that overalls are at a disadvantage, as compared with other brand goods, when displayed on shelves. Every one of a row of cans of Del Monte products on a grocer's shelf, for example, presents a colorful label and proclaims the fact that it is the Del Monte brand, but a dozen overalls stacked on a shelf is just a dozen pairs of overalls and no one can tell the brand. Fleming wanted every pair of Carhartt overalls on a dealer's shelf to advertise Carhartt overalls. In thinking over the problem, he remembered that the dealer

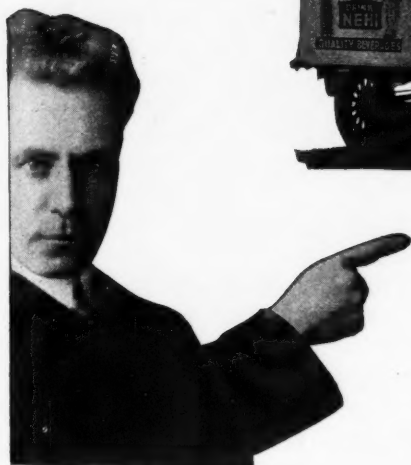
usually pins a little tag on the edge of the shelf and marks on this his stock number, cost, and selling price. He remembered, too, that in order to find a requested size, the dealer usually had to search through the whole stack, frequently imitating a contortionist in his efforts to get in position to see the tags on the garments without taking the whole pile down and going through them one by one.

A special Carhartt "pin tag" solved the problem. This tag is shaped something like the pendulum of a clock, with a slit in the stem to slip over a button on the garment. When the garment is folded and placed on a shelf, a part of the stem and all of the "weight" of this pendulum-shaped tag hangs out in full view, revealing a likeness of Hamilton Carhartt, with the line, "My Heart Is in This Garment," the usual Carhartt label, the size of the garment, and two blank boxed spaces for the dealer's cost and selling figures. Every Carhartt garment on every dealer's shelf thus advertises Carhartt's, and the row of tags on a stack of such garments on a shelf presents a bit of color that is sure to attract attention.

A Task for the Salesmen

All these dealer helps did their part toward converting the prejudice against Carhartt into favor and restoring the prestige of the once famous line, but they were primarily mail campaigns, of course, and something else was needed for salesmen.

During the dormant period referred to, when Carhartt was becoming obsolete in more ways than one and was doing nothing to help dealers sell, considerable prejudice against the line had developed among dealers, Carhartt salesmen had become discouraged, and sales resistance had developed to a point where many dealers dropped the line entirely and others carried only a few of the garments and kept them hidden away just for the few customers who still insisted on



These four outfits now used by Chero Cola Co., Columbus, Mo., for advertising their new beverage called "NEHI"—a real drink. Try it.

"There's a Real Advertiser—They'll Hear It a Mile Away"

NOTHING equals it. Positively the world's greatest advertiser. Newspapers, billboards and such advertising will not command attention, and plant your "story" on the mind by contrast, like these truly wonderful "CALLIAPHONE AUTOMOBILE OUTFITS." Imagine, if you can, a powerful pipe organ with a volume that can be heard a mile away and still be enjoyed if only 10 feet from it—that is the Calliaphone. "First New Tone In 40 Years." Plays automatically, uses ten tune music rolls costing only \$3.50 per roll. Can also be hand played. One man operates and drives. Upkeep practically nil. Mounts readily on any automobile. Why have your salesmen going about the country "silently?" Tell your story with music and watch the results. Deliver your goods with delightful music—blaze your way with music from town to town. As one advertiser said—"It draws them out of the kitchen to the front gate."

Tell Them
With Music

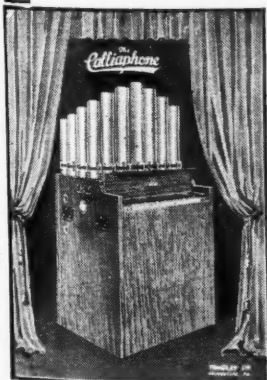
The
Calliaphone
PRONOUNCE IT "KA-LI-A-PHONE"

Tell Them
With Music

The First New Tone In 40 Years

Built practically of metal, not affected by weather, small, light and compact. Any mechanic can mount the CALLIAPHONE in your own car in just a few hours. These cuts show complete Ford ton truck Calliaphone outfits which we supply with special bodies to represent your product, or our standard body as shown above with side and rear openings and sliding panels inside for closing, makes an ideal outfit when properly lettered and painted. General Motors now using them (will use 200), Grennan Bakeries, Chase Candy Co., Purity Bakeries, Joliet Macaroni Co., Coca Cola Bottling Co., Munyon Remedy Co., Warner Mfg. Co., Junge Bakeries, J. L. Case Threshing Mach. Co., Maltop, Inc., and numerous others have found them to be the greatest advertiser ever. Immediate deliveries of instruments or complete automobile outfits. Easy terms, prices low. Write for literature and let us tell you how the Calliaphone will sell more of your product.

Plenty room can be arranged in these bodies for carrying samples, advertising and goods. Any chassis furnished. Ford and Chevrolet one-ton trucks are used mostly. Can be mounted on Ford touring car chassis by using the Ford heavier spring in rear. Tell us your wishes and let us figure it out for you. Calliaphone guaranteed 15 years. Tone between pipe organ and calliope.



HEAR IT
NIGHTLY **K-T-N-T**
6:45 - 7:45 p. m. (Central) 333.1 Meters
"America's Prettiest Radio Station"

TANGLEY MFG. CO.

213 Chestnut Street
MUSCATINE, IOWA



wearing Carhartt's. The company's advertising had been cut almost to nothing.

When, therefore, the business was "resurrected" and began to show signs of surprising animation, it was desirable, for many reasons, to acquaint the salesmen in the field with the developments that were taking place and also to arm them with overwhelming facts to prove to dealers that Carhartt not only had "come back," but had come back stronger than ever.

Sales conventions were, therefore, held in three different cities and Fleming told the salesmen frankly what had been taking place since the crash following the deflation period of 1920-'21, and what is being done now to reestablish Carhartt in its former place of pre-eminence in the industry. The factory was doing everything possible along this line, but in spite of all its efforts, much would depend on the salesmen. They must follow up the aggressive campaign being promoted from headquarters and must supplement it with additional facts which had not been presented to the dealers.

A Sales Portfolio

To prepare them for doing so, they were armed with a portfolio of rather unusual make-up and were told how to use it.

The portfolio consists of a loose-leaf imitation leather binder, 16 by 11 inches, with filler sheets, 20 by 25 inches, folded to fit, and presenting in word and picture just what Carhartt is now doing to "make selling Carhartt's the easiest thing you do."

A typical experience of a Carhartt salesman with a dealer will illustrate the value of the portfolio.

The salesman enters the store and introduces himself as a Carhartt salesman, whereupon the dealer half turns away and says: "Oh—Carhartt! I don't handle Carhartt's. Never mind showing 'em to me; I've seen plenty of 'em. Used to handle 'em. I know all about 'em. Nope—not interested."

"But have you seen the new Carhartt's, Mr. Dealer?" the salesman asks, as he lays out a pair on the counter and quickly points out the numerous improvements that have

been made in the garment. Then he tells of the reduced prices and the dealer begins to take interest. But to get to the portfolio. The dealer hasn't forgotten that Carhartt has not been advertising, so the first page of the portfolio presents a summary of newspapers and magazines in which Carhartt is advertising this year: "Seventeen big newspapers, thirty-nine big farm papers, trade papers and magazines; number of homes, 7,422,970; readers reached, 26,691,880.

"Here are just a few of them (pointing to the reproduced headings that occupy the major portion of the page).

The Sales Presentation

"But that is rather general. It's more or less routine stuff, the like of which you have heard many times over. Let's be more specific. This is what we are doing for you in the homes of your customers—the biggest selling campaign ever put on an overall to make the selling of Carhartt overalls the easiest thing you do. Let's see—you are located in Iowa. You don't care particularly what we are doing in other states, because you are not located in other states. Iowa . . . here you are—Carhartt advertising goes into 44,055 homes in your state." (This is page two of the portfolio and presents an outline map of the United States and Canada, showing the number of homes in each state reached by Carhartt advertising.)

"But you don't draw trade from the whole state of Iowa, so we'll come still nearer home." (Page three presents an outline county map of Iowa, with the number of homes in each county reached by Carhartt advertising.) "This is how much you, individually, get out of this great Carhartt selling campaign. You are located in Boone County . . . here you are—Carhartt advertising reaches 7,464 homes in Boone county—your county. Here's the list of magazines and newspapers that are carrying Carhartt advertising to the homes of your customers.

"The next page shows some of the 1926 Carhartt advertisements that are being carried to people in your county. So does the next

page—striking display advertisements," etc.

Page six presents, "Selling helps to help you, individually, get the benefit of this Carhartt Selling Campaign." There's a cut of a Carhartt sign on the side of a barn and the salesman assures the dealer that: "Crews of Carhartt painters are continually touring the country to place and maintain such signs as these on the walls of barns and other locations.

"Over here is the kind of sign we'll be glad to paint on the side handsome sign, in colors, with your name and address at the bottom.

"Or, we'll supply you, free of charge, the material for making this window display, advertising the most important selling points of Carhartt overalls.

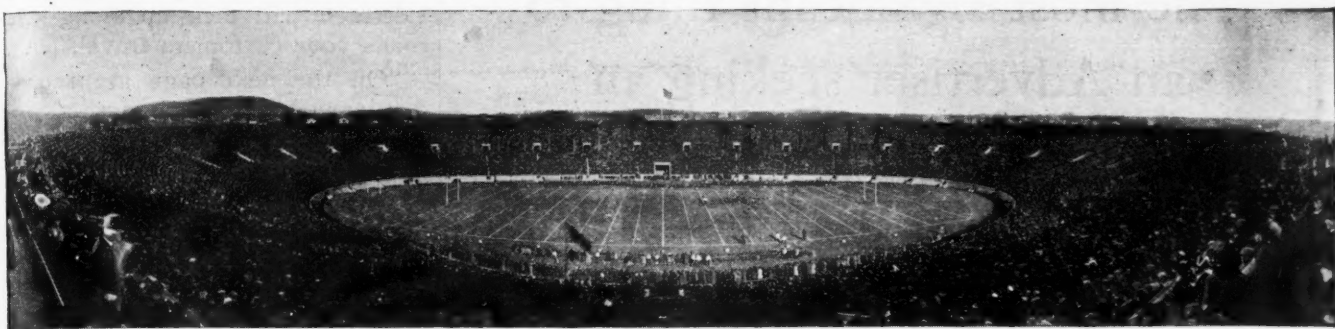
"Road signs, like this one pictured here, are supplied, with your name and address already imprinted, at cost. They are easily set up anywhere along the road and serve as excellent reminders to the passersby that you are headquarters for Carhartt overalls.

"We furnish a supply of these envelope stuffers, without charge, for mailing to lists of Carhartt overall prospects.

Selling the Advertising

"More than 100,000 farmers and railroad men write to the factory every year for our time books and crop account books. We guarantee to bring 145 buyers into your store for these books" . . . and the salesman goes on to outline the plan which has already been explained in this article.

"Over on the next page are illustrated a group of dealer helps which we give you entirely free to attract business to your store: A chain hanger, beautifully embossed in full colors; a colored cardboard hanger for use in your window or over your counter; a handsome counter card displaying the Carhartt name and trade-mark in full colors; a sturdy, attractive window card of a locomotive and engineer—in colors; a large window hanger in colors, showing detailed construction of Carhartt overalls, and outstanding selling points; a small cardboard cutout of an engineer, ready to set up in your window;



—It just doesn't get across!

ABOVE we show a remarkable picture, possibly the most comprehensive picture ever made of the Yale Bowl packed solid with 80,000 people. One of our photographers brought in this picture with the suggestion that it might serve to illustrate further what the *Million plus* circulation of the Daily News means in numbers of people. The folks who buy The News each day would fill the Yale Bowl about thirteen times! This idea doesn't seem to us to get across very strongly. We find it just as hard to visualize thirteen Yale Bowls full of people as we do a million. And while the comparison is quantitatively correct as to buyers of the paper, it still fails to convey the significance of a million circulation as opposed to a million people. It fails to convey any impression of the total number of readers in a million circulation. And it carries no hint or suggestion of the influence of that million circulation as a selling force, and marketing factor. The only adequate expression of this *Marvelous Million* circulation that we have ever met is a market equivalent at least to the city of Chicago. Of course, you can't visualize Chicago as a whole either, but you can get a better idea of it than you can of a million. Chicago is the second largest city market in the United States. Daily News circulation, in the city of New York offers an equivalent market. Keep this fact in mind in the consideration of coming schedules. Get the facts.

July 1926 Circulations

DAILY	- - - -	1,054,752
SUNDAY	- - - -	1,194,042

These are the largest circulations in America

THE NEWS

New York's Picture Newspaper

25 PARK PLACE, NEW YORK
Tribune Tower, Chicago

The most significant thing to an Advertiser seeking an Agency should be—

- not the amount of money spent by the Agency's clients
- not the number of clients served by the Agency
- not the cleverness of the copy written by the Agency
- not the smartness of the art work produced by or for the Agency
- nor any one of half a dozen other dazzling superficialities —

but the actual growth in business and profits enjoyed by each of the Agency's clients over a period of years.

It is on this basis that The Procter & Collier Company solicits advertising accounts.

The progress of concerns served by us and the continual betterment of their positions in their respective industries cannot but convince any advertiser of the thoroughness, sincerity and effectiveness of Procter & Collier work.

THE PROCTER & COLLIER CO.

An advertising agency with a 32 year record of accomplishment

McMILLAN ST. AT READING ROAD, CINCINNATI

25 EAST 26TH ST., NEW YORK

Member A. B. C., A. A. A. A., Outdoor Bureau

“
when
we
laugh
we
think
”

A common charge made against Americans is that we don't think enough—the brain has been called the “lazy member”—we are apt to judge by our feelings rather than by careful thought.

To help salesmen think more, to cause them to analyze, so as to improve themselves as salesmen, a series of illustrated letters has been created around a fictitious salesman known as “Happy Sayles.” These letters are fifty-two in number, one to be mailed out each week.

The salesman will laugh at the trouble “Happy Sayles” creates, but in laughing he will be induced to think, “Perhaps I am guilty of the same thing.” A single set sells at six dollars, prices lower in quantity lots. Send for the story of “Happy Sayles.”

THE DARTNELL CORPORATION

4660 Ravenswood Avenue

::

CHICAGO, ILLINOIS

a heavy, enameled sign, in colors, readily attached to your store front; durable tin signs, which our salesmen will tack up along the roads your customers travel.” . . .

“On the next page are reproductions of some of the free newspaper cuts which we furnish you on request.

“Here we have a pictorial history of the Carhartt Overall Company. Thirty-seven years ago Hamilton Carhartt started manufacturing quality into overalls in the little building shown here. Today, the seven huge plants below are working to capacity to produce Carhartt's. Such growth is the result of unusual value. More than seventy million Carhartt garments have been sold!”

Closing the Account

The last page very appropriately shows a pile of Carhartt's on the dealer's shelf, with the new tag hanging out, then tells in pictures and captions, “How Carhartt overalls are sold to your customers.” First, a farmer reads Carhartt ads in his newspaper, then farm papers burn into his mind a belief in Carhartt quality; Carhartt road signs impress the name and trade-mark on him every time he passes them; Carhartt signs remind him on his way to town that he needs new overalls; the Carhartt display in the dealer's window turns him into the store; the Carhartt tag, plainly shown on the dealer's shelves, locates the merchandise for him. . . “The result—another sale rung up; another profit in your till—another satisfied customer who will come back for Carhartt's. All of which puts money in your cash register.”

The whole Carhartt campaign as here outlined began in May of this year. In June—the first month—sales increased approximately 33 1-3 per cent over June of last year and nearly 1,500 new dealers were added. In July, sales meetings were held in three different cities, attended by salesmen from all over the country, and sales, naturally, showed the loss of time.

There is, however, not the slightest doubt in the mind of anyone connected with the Carhartt organization but what the company is headed for greater records than ever known before.

Selling to the Railroads

(Continued from page 280)

developing sales among railroads is that they do not speak the railroad language. An example of what is included under the phrase, "speaking the railroad language," is found in the experience of a salesman for a well-known manufacturer of iron culverts. This salesman was attempting to interest purchasing agents and superintendents of maintenance departments by presenting photographs showing the use of his culverts in highway construction. They left railroad men unmoved, because they weren't interested in anything not pertaining directly to the railroads. It made no difference to them how many culverts were used under the highways; the fact that they would stand up under automobile traffic didn't signify at all that they were strong enough for locomotives. The salesman, accordingly, found it necessary to make several test installations practically at cost in order to have them photographed and thereby gain the attention of railroad men.

Salesmen Must Know Market

There is probably no industry in the world so self-sufficient as the railroads. They think solely in terms of railroading, to the exclusion of everything else, and unless a salesman knows railroad problems and understands the interests of railroad men he cannot hope to achieve much success in selling to them.

Many manufacturers blame the so-called red tape and confusing requirements of large railway organizations for their failure to get in on their purchases, when the fault lies in their unfamiliarity with the methods which must be employed in an industry so vast and embracing so many widely different phases. The first step in an intelligent campaign to break into the railroad market is the establishment of a railroad department to handle this business exclusively. Branch offices are seldom satisfactory because, as has been noted, salesmen who deal with other

classes of trade are not able to catch the railroad viewpoint.

In one instance the railroad department of a manufacturing concern traced an order for shop equipment from the railroad's main offices in Chicago to its branch at Amarillo, Texas, and then on to Albuquerque, New Mexico, where the work was to be done. This business amounted to a quarter of a million dollars and if it had been left to the company's branch offices in Chicago, Dallas and Los Angeles, where business in these territories is ordinarily handled, it is probable that each branch would have left the matter for the others and consequently none of them would have taken it. Several competitive concerns were after the same order, but since none of them had an exclusive railroad department, they were unable to follow it from the railroad's headquarters through its branch office and back to the shops.

Users Specify Orders

After establishing a railroad department, a manufacturer's next concern is to place in charge of it men who have had an intimate acquaintance with the railroads, either selling to them or being actually connected with a railroad organization. One peculiarity of railroad purchases is the fact that, while all orders are placed through the purchasing agent, few orders go through except by requisition from the user, whether he is in an office, a shop or somewhere along the lines.

Requisitions may be either for standard equipment, materials which must conform to a certain standard and are purchased from the manufacturers who are in position to give the best prices and service, or for special equipment which is specified by the user. In either case, a man familiar with railroads knows which man or men in the organization he must see, and he consequently avoids the wasted time of interviewing a dozen or more people before

free A booklet of facts, "ARGENTINA AS A MARKET FOR AMERICAN PRODUCTS" mailed on request.

Remember the Bobolink

—like the spotted sandpiper, the curlew and other birds, the bobolink spends two summers a year, one in North America and the other in Argentina, where the seasons are the reverse of ours.

Manufacturers WHO HAVE STUDIED THE PROBLEM KNOW that distribution below the equator is the natural solution to the seasonal fluctuation of business.

Buenos Aires IS THE GATEWAY TO ARGENTINA, WHERE many American manufacturers are now selling their products. It is interesting to note, for instance, that the two best foreign customers for American automobiles, Argentina and Australia, are below the equator.

For information and rates, apply to any export advertising agency, or to

JOSHUA B. POWERS

Exclusive Advertising Representative

Telephone Vanderbilt 5943

250 Park Avenue, New York

LA PRENSA

"South America's Greatest Newspaper"

Binders for Sales Management

Each binder will hold thirteen copies of the magazine. Each issue as received can be easily and securely fastened in the binder which will open flat like a book.

Made of heavy durable material, bound in Super-Finish Art Leather. The cover is finished in two-tone dark brown Spanish grain with lettering and panels in antique bronze.

You will want a binder for your desk or library.

Price, \$2.00 each, postpaid

**SALES MANAGEMENT
MAGAZINE**

4660 Ravenswood Ave. Chicago, Ill.

Some Plain Talk About Your Rural Market

About two-thirds of the American people live on farms and in towns of less than 10,000 population.

This is your great rural market, where you find nearly four-fifths of the total family buying power.

These rural families do most of their buying in near by stores, some of them good enough for Fifth Avenue.

Even those who sometimes buy in larger cities are reading and making up their minds—**AT HOME.**

Advertising which makes good in the big city will not produce corresponding returns in the country.

You must help the rural family to make up its mind on what, when and where to buy.

For twenty-five years we have been helping rural families to buy good merchandise. We know their life—needs—whims.

During the last year we have travelled 60,000 miles in the interest of advertisers who are making themselves stronger in this market.

It will pay you to develop this great market with a separate and distinctive plan. We want to help you do it.

Simpson Advertising Company

Roy B. Simpson, President

Saint Louis

getting in touch with the one who is to specify his product.

In a sense, every sale made to a railroad is creative. Railroads have been operating in much the same fashion for a hundred years; whenever improvements are developed they are among the first to adopt them, and railroad service improves as manufacturers and engineers bring new devices and improved equipment to their attention.

A salesman for electric trucks, for example, investigated conditions in freight houses and discovered that electrically-operated trucks could replace the trucks which were being pulled about by manpower and greatly decrease the number of employees necessary in each house. Now many roads employ electric trucks in handling freight, with the added advantage of attaching trailers to the trucks and enabling one man to do the work formerly requiring a dozen or more.

Every Sale Constructive

Similar opportunities for constructive selling are present in every organization. Before a railroad will replace the product of one manufacturer with that of another, the salesman must be able to show where his product offers a saving in price—either in the initial cost or over a period of time—better service or greater safety. If he does not have advantages in price, service or safety he is not entitled to their business any more than he would be entitled to the business of anyone else; nor does he get it, for the railroads test and inspect his product carefully to discover whether or not his claims are based on fact.

It is the function of the purchasing agent to buy what is specified as economically as possible, a fact which is sometimes overlooked by manufacturers when a competitor gets the business because his price is the lower. They are inclined to forget that so long as an article meets the standards established for railroads, it is only to be expected that the purchasing agent will place the order with the firm giving the best price.

Such items as bolts, spikes, nuts, screws, tools and other commonplace products are standardized, so that when orders come in from the lines on these materials no particular brand is specified and the purchasing agent is free to use his own judgment in buying.

Even among those products which are standardized, however, there is frequently an opportunity to do an outstanding bit of selling. A manufacturer of ties, for example, decided to cast his lot with new and more rigid specifications which were expected to lengthen the service of ties materially. Up until that time ties were just ties, and were ordered accordingly and purchased from the lumber company offering the lowest price. This manufacturer determined to individualize his ties, so a dating nail bearing his trademark is driven into each one of them. Now even ties may be purchased by brand. Since over 100,000,000 ties are used annually, this manufacturer's astuteness will be reflected in greatly increased sales.

Getting in Touch with Users

But it is in the matter of special equipment that the greatest degree of salesmanship is brought into play. In many instances, it is not necessary that the salesman see the purchasing agent at all. It is the chief engineer or the track supervisor who makes out the requisition and, in general, the purchasing agent orders what they specify.

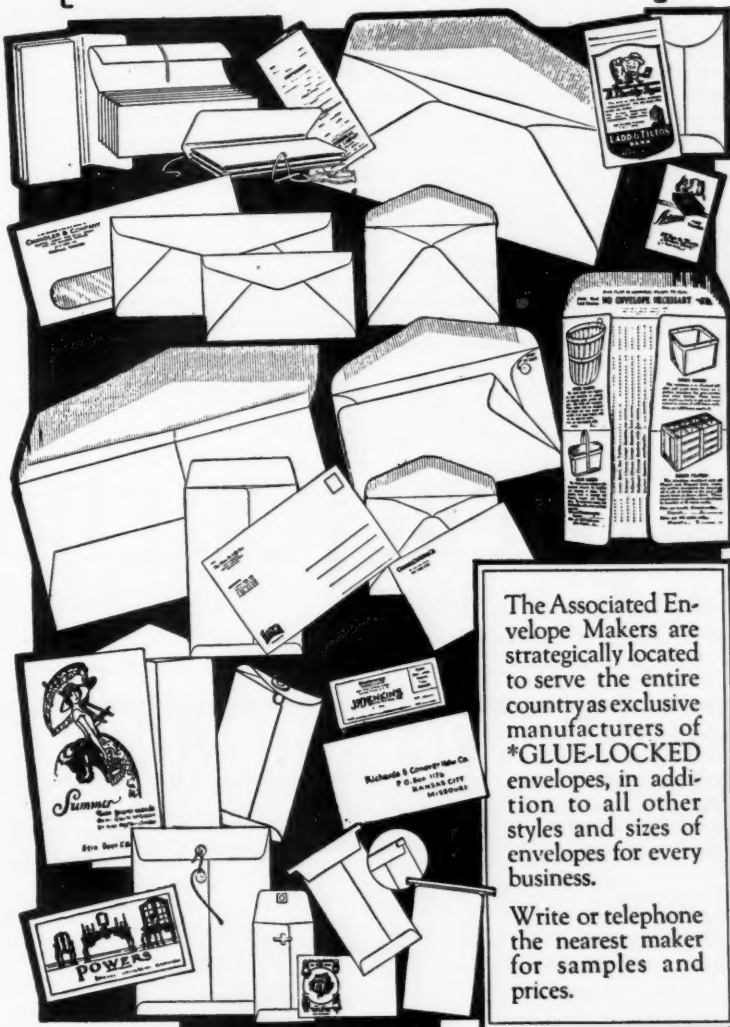
A section hand along an out-of-the-way stretch of track in Nebraska sent a check for a track liner to a railway magazine, asking them to locate such an article for him. A trade paper man took the order to the head of the railroad and asked him whether his employees had to order their own tools. The official became interested, likewise, and as an outgrowth of that one inquiry the road has since purchased some 3,000 track liners from the salesman's company.

By way of showing how much work must be done among the subordinates in a railway organization, the story is told of a salesman of track devices who walked from

Every Style and Size

[PRINTED—LITHOGRAPHED—EMBOSSED—PLAIN]

You can buy every envelope you use from any one of the Associated Envelope Makers



The Associated Envelope Makers are strategically located to serve the entire country as exclusive manufacturers of *GLUE-LOCKED envelopes, in addition to all other styles and sizes of envelopes for every business.

Write or telephone the nearest maker for samples and prices.

free!

"ENVELOPE ECONOMIES," a complete handbook on the practical uses and advantages of envelopes of all kinds for all purposes, is sent on request. Write the nearest maker below for your copy.

ASSOCIATED ENVELOPE MAKERS

Better Equipped to Make Better Envelopes

BOSTON
Boston Envelope Company
315 Center St.—Jamaica Plain
Phone—Jamaica 4870

NEW YORK CITY
Berlin and Jones Company
547-553 West 27th Street
Phone—Chickering 8680

PHILADELPHIA
Whiting-Patterson Company
320 North 13th Street
Phone—Locust 0545

BALTIMORE
Oles Envelope Corporation
Montebello Ave., Near 25th St.
Phone—Homewood 8968

CHICAGO
Brown Paper Goods Company
900-910 West Lake Street
Phone—Haymarket 7027



*GLUE-LOCKED—Reg. U. S. Pat. Off.
CLEVELAND
The Wolf Envelope Company
1749-1781 East 22nd Street
Phone—Prospect 3470

DETROIT
The Wolf Detroit Envelope Co.
530 Piquette Ave.
Phone—Northway 2094

MINNEAPOLIS
Monach Company
Envelope Mfrs. and Lithographers
500 South Fifth Street

KANSAS CITY
Berkowitz Envelope Company
19th and Campbell Streets
Phone—Harrison 0092

ST. LOUIS
Berkowitz Envelope Company
Locust, 23rd and St. Charles Sts.
Phone—Central 2525

DES MOINES
Berkowitz Envelope Company
1013-15-17 Walnut Street
Phone—Walnut 957

LOS ANGELES
Coast Envelope Company
610 East Second Street
Phone—Metropolitan 3113

Responsiveness

The Farm Journal's real measure of value to its advertisers is strikingly illustrated by

1. Circulation Growth

A half century of steady, consistent growth, concentrated in the richest agricultural counties, has built for The Farm Journal not only the greatest number of R. F. D. subscribers, but also the largest paid-in-advance volume in the entire farm field—with 75.5% of its 1,300,000 circulation in the 1198 better-than-average agricultural counties. This *Circulation Growth*—unequalled by any other farm publication—has been accomplished without resort to forcing expedients. It is the result of reader *Responsiveness* to The Farm Journal's helpful, practical editorial contents, designed to serve real farm people.

2. Advertising Revenue Growth

For the year 1918, the advertising revenue of The Farm Journal was slightly less than \$670,000. During the year 1925, advertisers invested \$1,870,000 in The Farm Journal—an increase in advertising revenue of nearly 180% in seven years. This phenomenal *Advertising Revenue Growth*—the confidence of advertisers in The Farm Journal expressed in dollars and cents—is the result of reader *Responsiveness* to The Farm Journal's advertising columns.

A Half Century of Responsiveness

The Farm Journal

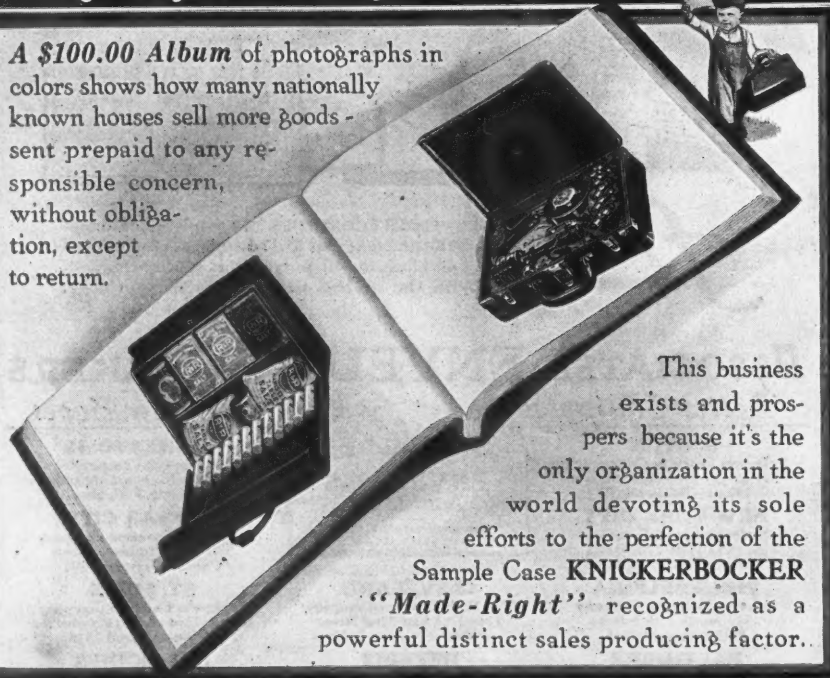
first in the farm field

PHILADELPHIA NEW YORK BOSTON ATLANTA CHICAGO SEATTLE SAN FRANCISCO LOS ANGELES

BIGGER-BETTER-MORE ORDERS

With Salesmen's Samples Conveniently Carried—Quickly, Attractively, Displayed.

A \$100.00 Album of photographs in colors shows how many nationally known houses sell more goods—sent prepaid to any responsible concern, without obligation, except to return.



This business exists and prospers because it's the only organization in the world devoting its sole efforts to the perfection of the Sample Case **KNICKERBOCKER** "Made-Right" recognized as a powerful distinct sales producing factor.

THESE SAMPLE CASE PROBLEM SOLVERS INVITE YOU TO ADDRESS
KNICKERBOCKER CASE CO.
ESTABLISHED 1900
226-236 N. Clinton St., Chicago, Illinois

St. Paul to Seattle, visiting every section of the line. At the conclusion of his trip he discovered that the results of this missionary work had preceded him, as requisitions were coming into the buying offices of the road from all along the line.

Another example of the importance placed by men who sell to the railroads in getting in touch with subordinates is shown in the conventions of road masters held frequently in various parts of the country. At one convention in particular, although the roadmasters were each in charge of only about 200 or 300 miles of track, yet seventy-five different manufacturers of materials used on the tracks had exhibits at the convention, in spite of the fact that there wasn't a purchasing agent anywhere near.

What a Buyer Says

The trouble with most salesmen who call upon the railroads, according to the chief clerk for a road whose main offices are in Chicago, is that they can't realize the vastness of the business. They seem to think that the most important thing a road does is to use the products they sell. A wheelbarrow salesman believes that a railroad official should be more interested in buying wheelbarrows than anything else, and a man who sells cranes apparently is of the opinion that a road has little better to do than hoist locomotives.

This road makes a practice of interviewing every salesman who comes into the office, regardless of how inconsequential may be the item he is selling. All orders are placed by the buyer and his two assistants, but there is a highly specialized organization to investigate all products offered and to make recommendations to the purchasing agent.

The chief clerk talks to fifteen or twenty salesmen in the course of a day, each of them selling different articles, and he is frank to confess that he is not in a position to pass judgment on all mechanical and technical devices brought to his attention, so he refers the salesmen to the man out on the lines who will use the articles in question.

TIPS



Every now and then we receive in our morning's mail a good-natured complaint from someone that this column pulls entirely too well. However, the Ad-Tee Company of Indianapolis says they have a liberal supply of sample golf tees to send out to sales executives who like to spend their spare time on fairway and green. These slick little wat'chewmaycallem's are designed to be used as an advertising medium for companies that sell to golfers. Better send along your request to the company in the Illinois Building, Indianapolis.

Sales managers interested in the activities of sales managers' clubs should write Scott R. DeKins, secretary of the Sales Managers' Bureau of the St. Louis Chamber of Commerce for a copy of the booklet, "What About Last Year?" It is a concise and interesting report of the activities of the St. Louis sales managers' organization, one of the most aggressive and successful groups of sales executives in the country. A letter addressed to him in care of the St. Louis Chamber of Commerce will reach him, and if he still has extra copies, he will gladly mail one to readers of *Sales Management*.

"Building Business the Modern and Economical Way in Today's Selling" is sent out by William Green, 627 West 43rd Street, New York. It has to do with direct mail as a selling force. Copies on request.

The advertising pages scooped us a couple issues ago on announcing the new market and merchandising book of *The Chicago Tribune*, "The Book of Facts 1926." It contains just about everything you'd like to know about "Zone 7." If you haven't your copy, write to Mr. B. T. McCanna.

Get your name on the mailing list for "The Paper Book," a house organ put out by the Crocker-McElwain Company and the Chemical Paper Manufacturing Company of Holyoke, Massachusetts. It's a palatable combination of facts and chuckles seasoned with the salt of some real ideas.

One of the best industrial surveys we have received as part of a community advertising program comes from Spartanburg, South Carolina. An elaborate indexed portfolio develops all the selling points this particular city has as a business and industrial center. Write to R. B. Beal, secretary, the Spartanburg Industrial Commission, Montgomery Building, and he will send you a copy without charge.

The most inviting headline we've seen on a folder for some days is this: "Berry

Brothers Got 483 New Accounts for Less than \$1 Each"! If you want to know how they did it, write to Belber Brothers, Inc., 211 Lieb Street, Detroit, for the series of letters which make up the story.

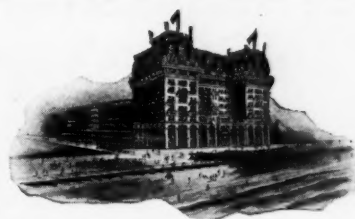
Sell milk or ice? Run a laundry? Own a bakery? Then you'll want a copy of Report Number 88 from the Policyholders' Service Bureau of the Metropolitan Insurance Company. It's on "Methods of Training Drivers as Salesmen" and it tells how various companies are succeeding in making their drivers something more than mere delivery men. 1 Madison Avenue is the address.

Somewhere up in front among the articles the managing editor has prepared for this issue is a story about the manner in which sales executives salt away their extra pennies. Along parallel lines of interest is a booklet put out by the Educational Department of the Investment Bankers Association of America, 105 S. LaSalle Street, Chicago, on "The Common Sense of Sound Investing." The flyleaf says "5 cents," but we have an idea that a good *Sales Management* subscriber may get one without further expense than courteous request.

More copies of "The Guardian of Good Merchandise," issued by the Wirebound Box Manufacturers Association, are now available. The sales manager and the traffic manager ought to have this booklet for its discussion of packing and shipping problems. 510 North Dearborn, Chicago.

Folks who are interested in a "pictorial" trip through a modern newspaper plant or through a modern printing and engraving plant should write for two books which came in to the "Tips" editor recently. One is "The Book of the *Kansas City Star*," which you may have by writing to R. A. Barrows, in care of the paper. The other, an elaborate color processed brochure, is put out by the Manz Engraving Company, 4001 Ravenswood Avenue, Chicago. Send a note to J. C. Greis.

One of the most thoughtful addresses at the convention of the Associated Advertising Clubs of the World (since changed to International Advertising Association) was delivered by Glenn Frank, the virile young president of the University of Wisconsin. Because of its wide appeal and the clear thinking behind it, C. A. Taylor, president of the Farm Life Publishing Company, has had the speech done in a neat booklet. If you are interested, write Mr. Taylor, care of his company at Spencer, Indiana.



The Breakers

Atlantic City, N. J.

Right on the Boardwalk
Preferred—

in winter and all season — by those who know and want the best — either upon the American or European Plan — and sensible rates withal. Sea Water Baths — Golf Privileges — Orchestra — Dancing Garage on Premises

Joel Hillman
President

Julian A. Hillman
Vice-President

LITHOGRAPHED LETTERHEADS

Produced in Black Ink on
No. 1 20-LB. WHITE BOND

\$1.20 Per Thousand

A quality letterhead at a price that commands attention.

Big savings to you on your letterheads.

Send for lithographed samples of companies whom we are serving.

100 M or over \$1.20 per M 25 M lots \$1.45 per M
50 M lots 1.25 per M 12½ M lots 1.70 per M
[Minimum quantity 12½M]

Engravings made at actual labor cost

PEERLESS LITHOGRAPHING CO., Inc.
1718 No. Roby Street, Chicago, Ill.

TESTIMONIALS

Speaking of testimonials, here's one we appreciate
"I don't see how you do it. Our photostats are back almost before we realize the letters have been turned over to you. Real service."

Let us prove that for you. You want photostats when you want 'em. We get them to you.

Commerce Photo-Print Corporation
80 Maiden Lane New York City

Give Direct Advertising a Part

in a scientific selling plan and
watch salesman productivity
increase. Let us explain.

MANZ CORPORATION
4001-4053 Ravenswood Avenue, CHICAGO

An organization providing a complete service in Outdoor advertising through advertising agencies

**NATIONAL OUTDOOR
ADVERTISING BUREAU**
INC.

NEW YORK CHICAGO DETROIT

New Sample Scheme of Colgate's

(Continued from page 284)

buy-a-full-package-and-get-your-money-back-if-not-satisfied plan.

The trouble with the free-sample method is that in too many cases the samples fall into the hands of sample hounds, who are not good prospects for the product. An objection to making a small charge for samples is that it restricts the scope of the sampling. Many desirable prospects will not pay for a sample. A weakness in the third plan is that it is not effective. Few persons who are in doubt about the merit of a product will buy it because they are told they can bring it back if they do not like it. Very few people will return a half used package to a dealer for refund.

The Colgate scheme overcomes all these objections. It gives the public a free trial. The offer does not interest those whose only object is to collect samples. The proposition reaches only those who are interested enough to buy a full package. The user who does buy a regular package and does not like the shampoo, is not put to the embarrassment of returning a partially used bottle.

How National Cash Sells Advertising to Salesmen

(Continued from page 270)

and how big a list a salesman should try to work by mail.

There is also a list of all advertising furnished by the company. This list tells what advertising is general enough to send to any merchant, and another list describes special advertising.

Many salesmen who do not or will not use advertising simply have not been educated to the need for such supplementary work, and if they have not been properly educated, who can be at fault but the sales manager? If more companies used the National Cash Register Company's thorough methods, there would be less waste of advertising, and more results obtained through having the salesmen use it intelligently.

Personal Service and Supplies

Classified rates: 50¢ a line of seven words; minimum \$3.00. No display

EXECUTIVES WANTED

IF YOU ARE OPEN TO OVERTURES FOR new connection, and qualified for a salary between \$2,500 and \$25,000, your response to this announcement is invited. The undersigned provides a thoroughly organized service, of recognized standing and reputation, through which preliminaries are negotiated confidentially for positions of the calibre indicated. The procedure is individualized to each client's personal requirements; your identity covered and present position protected. Established sixteen years. Send only name and address for details. R. W. Bixby, Inc., 118 Downtown Building, Buffalo, New York.

ADVERTISING MANAGER WANTED BY manufacturer located in Middle West and distributing nationally advertised products through hardware jobbing trade. Must be thoroughly experienced, preferably with training in sporting goods field. All replies held in strict confidence until after interview. Box 1180, Sales Management Magazine, 4660 Ravenswood Ave., Chicago.

SALES PROMOTION

\$50 TO \$50,000 DAILY SALES DEVELOPED during 28 years for clients by our direct mail plans, copy, campaigns. One product, 1923, an idea, this year \$100,000 orders booked. Fifty year old concern desired 50 national representatives in 1925; we produced 40 in three months. 700 dealers in 10 months, at \$3 each, for another. Ten years Sales Promotion Manager, Larkin Co. Submit sales problems for free diagnosis. James C. Johnson, 119 Woodbridge Ave., Buffalo.

SALESMEN WANTED

THE MANUFACTURERS OF THE EJEC-tor cigarette case, the only nationally advertised case made, want side line representatives to cover the following sections: New England States, Pennsylvania, New Jersey, Delaware, Maryland, Virginia, West Virginia, North Carolina, South Carolina, Georgia, Florida, Alabama, Mississippi, Louisiana, Tennessee, Kentucky, Montana, North Dakota, Wyoming, Idaho, New Mexico, Arizona, and Nevada. Prefer men covering wholesale tobacco, drug, general merchandise, jewelry and department stores. We want well seasoned men who know that "bringing home the bacon" means plugging, and plugging hard. Men who understand and practice this fundamental rule will find ejectors to be a profitable side line. Apply The Lyons Manufacturing Co., Mt. Carmel, New Haven, Conn.

ADVERTISING AGENCIES

SMALL ADVERTISERS WELCOME HERE—Advertising placed in all newspapers, magazines and trade publications—displayed and classified (want ads). Publishers rates, estimates and consultation without obligation. Martin Advertising Agency, 37 West 39th Street, New York City.

POSITIONS WANTED

TEN YEARS SUCCESSFUL SELLING EXPERIENCE. Age 34. Selling large volume now. Will consider direct connection with reputable concern. Baltimore, Md., and Washington, D. C., territory preferred. Address Box 1181, Sales Management, 4660 Ravenswood Ave., Chicago.

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"GIBBONS knows CANADA"

J. J. Gibbons Limited Advertising Agents
TORONTO MONTRÉAL WINNIPEG